

Message from the JSOU President



The Joint Special Operations University (JSOU) has completed another successful year supporting the Special Operations community with quality joint education. I am pleased to present to you, our SOF stakeholders, a summary of the accomplishments, courses and academic programs in this *Factbook -- Academic Year 2009*. Of particular note is the detailed demographic analysis of student composition by course and program. It is my hope that through this comprehensive report, you will gain a greater appreciation and awareness of what your university is doing to support our global force.

As the joint SOF Educational Component of the U.S. Special Operations Command (per USSOCOM Dir 10-1), our mission remains to develop Special Operations Forces and enablers for strategic and operational leadership; to educate our military and civilian professionals in the employment of SOF in a joint, interagency, and international environment; and to conduct research and publish on national security issues critical to the SOF community. Our overall focus in AY09 was to stabilize programs in each mission area and to establish a long-term “battle rhythm” to balance our educational efforts with available resources. While conducting our mission, JSOU initiated full scale planning to re-locate to MacDill AFB, Florida and aggressively embarked on a path to national accreditation of our courses and programs.

Here are some of our major accomplishments during the past academic year and a look toward future initiatives. Specifically:

- The Joint SOF Senior Enlisted Academy (JSOFSEA) is rapidly taking form. The development of the 6-month distance learning curriculum is complete and all lesson plans were approved by our curriculum review committee. Design and development of the 2-month in-residence program is well underway with expected completion and validation in December 2009. The military faculty and civilian staff are coming onboard as planned, with CSM Robert DeGross taking the helm as the first JSOFSEA Commandant. Staff coordination for “senior level” equivalency for JSOFSEA students is progressing with firm commitments from the Air Force, Navy, and the Marine Corps. Coordination is ongoing with the Army and is not expected until completion of the first (pilot) course in the Spring 2010. This unique academic program places its emphasis on mission-oriented leadership that provides SOF’s senior enlisted “Warrior-Diplomats” the knowledge to think critically and lead successfully in the future operating environment.

- Regional Expertise and International Engagement. JSOU continued to develop its recently established Regional--Cultural Division to support growing international engagement opportunities and to initiate an advanced regional expertise program. It is expected this approach will benefit both the SOF community and foster closer relationships with SOF’s international partners. By the completion of AY10, JSOU will be a full participant in the USSOCOM Global Force Management process which prioritizes SOF deployments and activities in concert with Components and Theater SOCs. This will increase visibility of JSOU’s Joint Mobile Education Team commitments for International partners (JMET-I) and can be utilized to establish or reinforce unique engagement opportunities, or fill gaps where engagement is desired but not supportable through normal training activities. Early in the academic year, JSOU elected to join the Global Center for Security Cooperation (GCSC) consortium, which supports and coordinates education activities for the five Regional Centers and affiliated members. The GCSC maintains the Regional International Outreach (RIO) system that JSOU uses to better coordinate and deconflict various international education activities. Additionally, JSOU was specifically recognized in the DoD Regional Defense Counterterrorism Fellowship Program (CTFP) FY10

Message from the JSOU President

guidance and continues to expand our CTFP curriculum by adding mobile regional courses and designing an Advanced Special Operations Combating Terrorism (Alumni) course.

- Interagency Education. This series of courses continues to be in high demand and is gaining a reputation for its authenticity and practical approach in addressing multiple levels of academic need. The curriculum, encompassing five specifically focused seminars/courses aimed at SOF--Interagency Partner collaboration, was reviewed in its entirety with the USSOCOM Interagency Task Force (IATF) leadership and re-validated with only minor adjustments. The most significant advancement during AY09 was to mesh core IA lessons into a Joint Mobile Education Team (JMET) format and conduct this vital instruction on the road at SOF headquarters and locations.

- Operational Education. The JSOU Irregular Warfare (IW) curriculum expanded significantly in AY09 with the introduction of the 2-week Advanced IW Seminar for practitioners and the adaption of the USAFSOS' Contemporary Warfare Insurgency Course for a joint student audience, configured for mobile education team venues. Additionally, JSOU launched its Introduction to Special Operations Forces (ISOF) course, which is designed for individuals with minimal special operations experience or knowledge but who are identified to serve in various staff positions that require a fundamental understanding of selected joint special operations topics, capabilities, and structure. This course will round out the special operations staff certificate program and will be offered at MacDill AFB and at component locations.

- Research and Publication. In AY09, JSOU placed special emphasis on expanding its academic research program and serving as the USSOCOM research coordinator for MFP-11 funded academic programs. In December 2008, the JSOU-sponsored annual research conference was permanently moved to MacDill AFB, where increased participation from the USSOCOM leadership and headquarters staff was better facilitated. Coordination of more than 60 new topics in seven separate categories was accomplished with staff, TSOC, and component input. This list is available in *USSOCOM Research Topics 2010* and distributed throughout the SOF community through SOF Chairs and representatives at each PME institution, to key colleges and universities with interest in special operations research, and available on-line from JSOU and USSOCOM web pages.

This brief summary of AY09 activities addresses just a few highlights and new starts. I urge you to review the contents of the *Factbook – Academic Year 2009* for greater detail and insight into our many accomplishments. As we anticipate AY10, two significant activities will guide JSOU's focus. By December 2009, JSOU will be an accredited institution, with its academic standards and curriculum evaluated by the Accrediting Council for Continuing Education & Training (ACCET), a national accrediting agency recognized by the Department of Education. In addition to this notable achievement, JSOU's re-location to MacDill AFB will be a major endeavor. Slated to move into USSOCOM's Pinewood facility, JSOU will, for the first time ever, have its own classrooms and be positioned to both use the skills and expertise of the headquarters while providing tailored academic programs that directly support its mission. Our emphasis in AY10 will be to maintain these critical events on track while keeping our mission commitments. I look forward to hearing from you in the new academic year!

Sincerely,

BRIAN A. MAHER, Ed.D.
President

Table of Contents

LOCATION & JSOU MISSION	1
SCHOOL HISTORY	2
JSOU LEADERSHIP	3
JSOU VISION	4
FUTURE JSOU ORGANIZATION	5
STRATEGIC GOALS	6
JSOU STRATEGIC MODEL	8
JSOU PRIORITIES	8
HIGHLIGHTS & ACCOMPLISHMENTS	9
Dean of Academics, JSOU-D	9
Operational Studies Department JSOU-O	10
Strategic Studies Department JSOU-S	12
JSOU Senior Enlisted Academy JSOU-E	14
STAFF & FACULTY	16
FACILITIES	19
COURSE INFORMATION	20
Formal Courses	23
Joint Mobile Education Team (JMET) Courses	25
Professional Military Education (PME) Courses	27
FORMAL COURSE DEMOGRAPHICS	29
Course Acronyms	29
End-of Course Evaluations	29
Combating Terrorism Executive Interagency Seminar (CbTEIS)	31
Combating Terrorist Networks Seminar (CbTNS)	33
Introduction to Special Operations Forces Course (ISOF)	35
Joint Civil Military Operations Campaign Planning Workshop (JCMOCPW)	37
Joint Special Operations Forces Pre-Command Course (JSOFPCC)	39
Joint Special Operations Irregular Warfare Advanced Course (JSOIWAC)	41
Joint Special Operations Legal Advisor Course (JSOLAC)	43
Joint Special Operations Medical Officers' Orientation Course (JSOMOOC)	45
Joint Special Operations Staff Officer Course (JSOSOC)	47
Joint Special Operations Warfighter's Certificate Program (JSOWC)	49
Joint Special Operations Advanced Planning Applications Course (JSOWC-APA)	51
Joint Special Operations Irregular Warfare Course (JSOWC-IW)	53
Joint Special Operations Collaborative Planning Course (JSOWC-CP)	55
Methods of Instruction Course (MOIC)	57
SOCOM Combatant Command Course (SC3)	59
Special Operations Combating Terrorism Course (SOCbT)	61
Special Operations Forces Interagency Collaboration Course (SOFIACC)	63
Special Operations Forces Senior Enlisted Course (SOFSEC)	65
Special Operations Support Team Orientation Course (SOSTOC)	67

Table of Contents

CHARTS

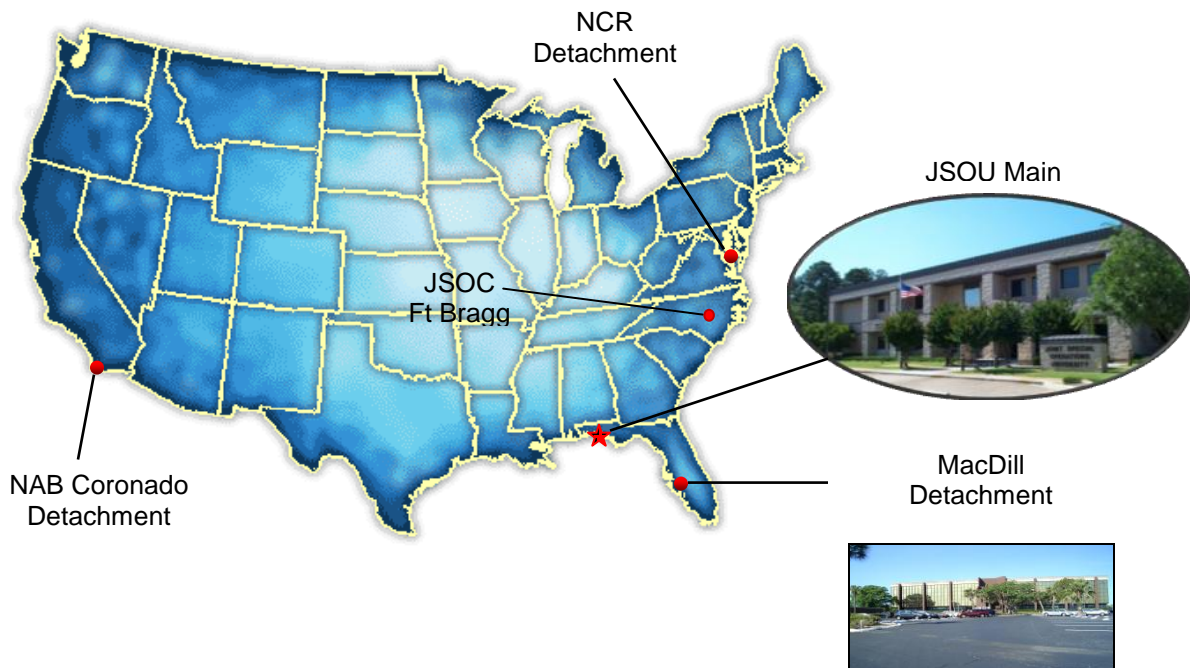
The Future JSOU Organization	5
JSOU's Strategy Model	8
JSOU Staff and Faculty	17
Total Student Attendance vs. Student Contact Hours by Type of Course	21
Total SOF Attendance by Type of Course	22
Formal Course Iterations and Student Attendance by AY	23
Formal Course SOF Attendance by AY	23
Formal Course Attendance by Service Component	24
Formal Course Attendance by Service Component and Status	24
Formal Course Attendance by Level of Responsibility	24
Joint Mobile Education Team (JMET) Student Demographics	25
International JMET Locations/Students	25
JMET Student Level of Responsibility	26
JMETs Conducted in AY09	26
Professional Military Education (PME) Student Demographics	27
PME Student Level of Responsibility	27
PME School Locations	28
Course Acronyms	29
End of Course Evaluations	30
Combating Terrorism Executive Interagency Seminar (CbTEIS) Demographics	32
Combating Terrorist Networks Seminar (CbTNS) Demographics	34
Introduction to Special Operations Forces Course (ISOF) Demographics	36
Joint Civil Military Operations Campaign Planning Workshop (JCMOCPW) Demographics	38
Joint Special Operations Forces Pre-Command Course (JSOFPCC) Demographics	40
Joint Special Operations Irregular Warfare Advanced Course (JSOIWA)	42
Joint Special Operations Legal Advisor Course (JSOLAC) Demographics	44
Joint Special Operations Medical Officers' Orientation Course (JSOMOOC)	46
Joint Special Operations Staff Officer Course (JSOSOC) Demographics	48
Joint Special Operations Warfighter's Certificate Program (JSOWC)	50
Joint Special Operations Advanced Planning Applications Crs (JSOWC-APA) Demographics	52
Joint Special Operations Irregular Warfare Course (JSOWC-IW) Demographics	54
Joint Special Operations Collaborative Planning Course (JSOWC-CP) Demographics	56
Methods of Instruction Course (MOIC) Demographics	58
SOCOM Combatant Command Course (SC3) Demographics	60
Special Operations Combating Terrorism Course (SOCbT) Demographics	62
Special Operations Forces Interagency Collaboration Course (SOFIACC) Demographics	64
Special Operations Forces Senior Enlisted Course (SOFSEC) Demographics	66
Special Operations Support Team Orientation Course (SOSTOC) Demographics	68

ANNEXES

ANNEX 1	USSOCOM DIRECTIVE 10-1, APPENDIX F (Command Relationships, Mission, Functions, and Responsibilities of JSOU)
ANNEX 2	8 th Annual SOF Education Conference Agenda

Table of Contents

The Joint Special Operations University (JSOU) is headquartered at Hurlburt Field, on northwest Florida's Gulf Coast, five miles west of Fort Walton Beach. It is collocated with the Air Force Special Operations Training Center in the Alison Building (Bldg 90503, 357 Tully Street), one block east of the Hurlburt Field Lodging Office. To enhance USSOCOM, interagency, and component support, JSOU has also established detachments at MacDill AFB, FL., Joint Special Operations Command (JSOC), the National Capitol Region (NCR), and NAB Coronado, CA. JSOU will re-locate to MacDill AFB in FY10.



JSOU MISSION

The Mission of the Joint Special Operations University is to:

- Develop SOF and SOF enablers for strategic and operational leadership
- Educate military and civilian professionals on the employment of SOF in a joint, interagency, and multinational environment
- Research and publish on national security issues critical to the SOF community

Functions and Responsibilities

USSOCOM Directive 10-1, dated 25 August 2008, outlines specific roles, missions and functions for each of the USSOCOM component commands to include JSOU. The specific roles and responsibilities assigned to JSOU can be seen at ANNEX 1 of this document.

School History

In September 2000, under the leadership of then USSOCOM commander, Army General Peter Schoomaker, Joint Special Operations University (JSOU) was established as an institution of higher learning. In the nine years since its founding, JSOU has strived to provide the highest quality Joint SOF leadership education possible at both the operational and strategic levels. During AY09, JSOU provided 41 iterations of 19 separate courses to the Joint SOF community. University faculty members also support senior level Professional Military Education (PME) programs, Joint Mobile Education Teams (JMET) and the emerging educational requirements of numerous US, Interagency and international organizations.

JSOU provides education to U.S. Special Operations Forces (SOF) and to the people who enable the SOF mission in a joint environment. In addition to the regular courses taught at Hurlburt Field, JSOU routinely conducts both regular and tailored off-station activities for SOF units worldwide.



JSOU Leadership

President

Dr. Brian A. Maher, Ed.D

Vice President

Col James K. Sikes, USAF

Senior Enlisted Advisor

CSM Richard C. Kimmich, USA

Dean of Academics

Dr. Joe E. Kilgore, PhD

Director, SOF Operations Studies

Mr. George H. McNair

Director, Strategic Studies

Dr. Kenneth Poole, Ed.D

Director, Professional Development

Mr. Boyd Ballard

Commandant, Joint SOF Senior Enlisted Academy

CSM Robert DeGroff, USA

JSOU SOF Chairs

Col Patrick Pihana - National War College/ICAF
COL Gregory Wilson - Naval Post Graduate School
Lt Col Michael Lewis - Marine Corps University
To be filled FY10 - Joint Forces Staff College

JSOU Vision

The university's vision is fully described in the "JSOU Future Concept Report" published in July 2008. The entire document, approved by the Commander, USSOCOM, is available for review at the JSOU main website <http://jsoupublic.socom.mil/>. Major milestones of the plan are shown below, as well as an envisioned organizational structure.

FY 10-11:

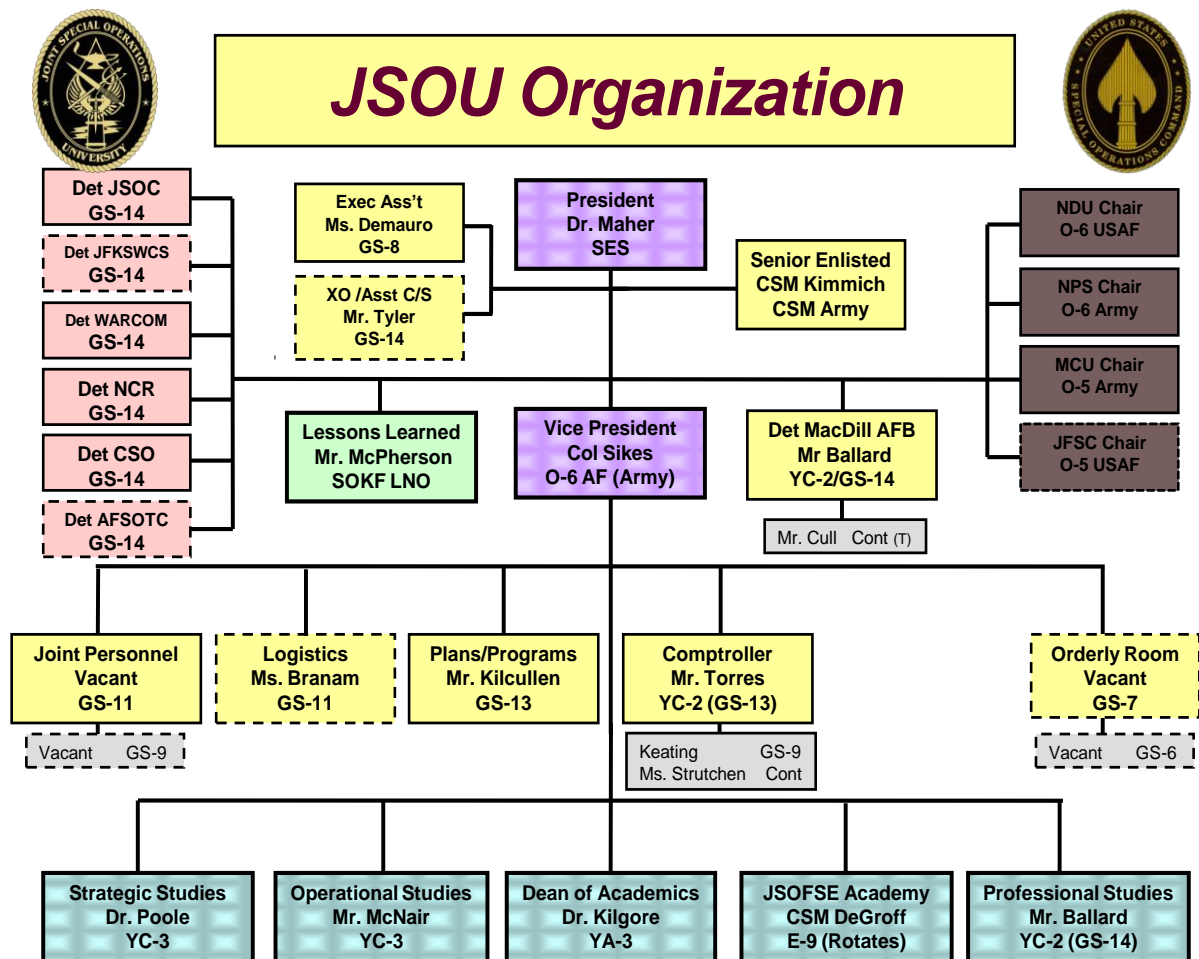
- JSOU President relocates to MacDill AFB
- Develop new academic programs:
 - Advanced Cultural - Regional Seminars (beyond orientation courses)
 - Advanced SOF Tools and Collaborative Planning
 - SOF Fellowships
- Conduct a JSOU Future Concept Azimuth Check and submit issues in POM 12
- Conduct the pilot course of the JSOFSEA—expand capability as resources permit
- Gain accreditation through the Accrediting Council for Continuing Education and Training (ACCET)

FY 12-15:

- Establish JSOU main at MacDill AFB (approved MILCON project)
- Establish the Professional Development Department at MacDill AFB
- Establish satellite campuses/liaisons at Camp Lejeune and Ft. Bragg
- Maintain a joint education capability at Hurlburt Field
- Establish the JSOU Press and publish a SOF Journal
- Continue to place SOF Chairs at all JPME/PME Institutions
- Assign JSOU Representative/Education Advisor to Regional Centers/TSOCs, & selected IA schools

The Future JSOU Organization

The following figure depicts the future JSOU organization as described in the July 2008 JSOU Future Concept Report. The organizational elements with solid lines depict existing JSOU staff functions while organizational elements with dashed lines represent new or expanded staff functions. This is a conceptual model from which future capability can be projected and relative organizational associations established.



JSOU Strategic Goals

The expanded role in the post-9/11 world placed new imperatives on the preparation of joint special operations forces (SOF) to meet the rigors of the GWOT. Preparation has several components and, for joint SOF, USSOCOM has legal authorities and responsibilities for each. Joint Special Operations University (JSOU) as the designated agency within USSOCOM to conduct joint SOF education was tasked with and directed to provide relevant, realistic, leading-edge education opportunities to military and civilian special operations forces personnel around the world.

As a result of USSOCOM's evolving operational priorities and mission refinements, JSOU continuously examines its role in joint SOF education. Based upon a comprehensive analysis of joint SOF educational requirements conducted in AY06, JSOU developed an eight year Strategic Plan for SOF Joint Education transformation that focuses on the development of joint SOF leaders at every level. It identifies the following key goals and objectives for the continued improvement of joint SOF education over the remainder of this decade and beyond that remain valid today:

Goal 1: Develop a comprehensive education management strategy

- 1.1 Determine SOF competencies and educational requirements of SOF joint billets
- 1.2 Establish a career management and leader development program for joint SOF
- 1.3 Strengthen SOF joint educational oversight and empower JSOU to execute its guidance
- 1.4 Develop a command-wide distance learning plan that synchronizes all MFP-11 initiatives

Goal 2: Develop a strategic program of analysis, research, and publication

- 2.1 Engage intellectually with civilian academia, think tanks, and the interagency, international, and joint US military communities
- 2.2 Assist SOF PME students conducting research on SOF topics
- 2.3 Develop a publishing capability to address critical SOF issues
- 2.4 Develop a virtual repository of literature, analyses, insights, and strategic issues

Goal 3: Foster relationships with Professional Military Education, SOF joint operational commands, the Interagency community, and Multinational Partners

- 3.1 Improve and synchronize SOF education in officer and senior enlisted PME
- 3.2 Establish a dedicated MFP-11 SOF Chair at each Intermediate and Senior Level College
- 3.3 Provide SOF's joint operational commands and components with tailored education
- 3.4 Capture academically relevant lessons learned and expedite inclusion into curricula
- 3.5 Support USSOCOM intent of providing Strategic Credibility and Influence through Building Partner Capacity with Multinational Partners

JSOU Strategic Goals

Goal 4: Deliver joint education content by multiple delivery methods including resident and non-resident classrooms, video conferencing, and web-based systems

- 4.1 Emphasize seminar style, learner-centric interactive classroom instruction
- 4.2 Develop a game-based learning, exercise, and/or simulation capability
- 4.3 Implement web-based instruction to augment resident and non-resident courses

Goal 5: Develop a program of study based upon SOF leadership competencies to meet the joint educational needs of SOF

- 5.1 Design a competency-based curricula that improves SOF readiness and supports the command's Global War on Terrorism mission
- 5.2 Develop SOF "certificate" programs supporting operational level professional development
- 5.3 Make selected courses/certificates mandatory for designated joint SOF positions

Goal 6: USSOCOM should enhance JSOU's strengths in joint SOF education, research, and education technology

- 6.1 JSOU will lead and must strengthen the USSOCOM educational system
- 6.2 Establish a JSOU detachment at MacDill AFB

JSOU's continually evolving educational mission continues to be a crucial linchpin in developing the kind of leading edge, adaptive, and innovative thinking that will allow joint SOF continued success at the tactical level while improving our capacities to succeed at the operational and strategic levels.

JSOU's Strategy Model/Priorities

JSOU's Strategy Model

Education Content An integrated program of study based upon the SOF leadership competency model designed to meet SOF's <u>joint</u> educational needs Competency based – SOF “Certificates” – Mandatory SOF Courses		
Strategic Analysis, Research & Publication <ul style="list-style-type: none">▪ Links to academia, think tanks, the IA and senior military▪ Research▪ Publication▪ Repository	Operational Outreach <ul style="list-style-type: none">▪ Synchronize SOF education in PME▪ Dedicated Chairs▪ Education for SOF's joint warfighters▪ Lessons Learned into classroom	Education Delivery <ul style="list-style-type: none">▪ Primary focus on resident seminars▪ Use game-based learning & exercises▪ Augment using web based instruction
Education Management A comprehensive USSOCOM education management strategy SOF Education Continuum – Force Development – Education Oversight		

JSOU 2009 Priorities

1. Launch the Joint SOF Senior Enlisted Academy as a service equivalent senior NCO professional military education (PME) institution
2. Provide a robust series of resident courses and certificate programs that support SOF and SOF Enablers throughout their careers
3. Establish a recognized and exportable IW curriculum
4. Maintain momentum on Interagency education initiatives and create enduring relationships with key IA academic institutions
5. Define and advance the Educational FID component of USSOCOM's International Engagement program
6. Provide tailored academic support to Intermediate and Senior level PME institutions as requested
7. Expand learning opportunities beyond the classroom through a high-quality and content laden JSOU Education Portal
8. Implement a command-wide research program that fosters SOF relevant publication and positions JSOU as the USSOCOM Research Coordinator
9. Initiate the JSOU Future Vision by developing a comprehensive Transition Plan that establishes JSOU at MacDill and validates POM 12-17 requirements
10. Put JSOU back on the “Road to Accreditation”

Academic year 2009

Highlights & Accomplishments

USSOCOM's mission has evolved rapidly since September 2001, as has the need for innovative and educated special operations forces (SOF). The Joint Special Operations University (JSOU) has been working for more than nine years to integrate and transform the education mission and academic processes to accommodate the ever-expanding changes in the world of special operations.

As always, the long-term goal has been to provide SOF the best education possible at the right time and right location, and to extend the same learning opportunities to those who also support the SOF mission in a joint environment. During the 2009 academic year, JSOU successfully met its goals by tailoring and improving course offerings; by steadily improving and increasing the faculty experience base; by increasing the use of technology and Joint Mobile Education Teams (JMETs) for course delivery to remote locations; and by increasing the degree of educational integration with Joint and Service PME institutions.

Dean of Academics, JSOU-D

JSOU and the Dean's staff planned and hosted the 8th Annual SOF Education Conference. The conference theme was 'Changes in Educational Technology, the Future of Classrooms and Learning'. Presentations from civilian and military experts from across the country enlightened attendees on a variety of ways changes are being made in educational technology and the future of classrooms and learning. See Annex 2 for complete agenda.

The Dean's staff standardized the internal curriculum review process to provide periodic developmental reviews for lesson plans, new courses, and annual reviews for existing courses. The enhanced format allows for increased visibility over all development efforts, along with a formalized review and approval process for each course.

In AY09 the Dean's staff began the process to gain accreditation for the university. Accreditation will help ensure a basic level of quality in the education received from course provided at JSOU. The Dean of Academics coordinated with the Accrediting Council for Continuing Education and Training (ACCET) to begin the accreditation process. ACCET reviews educational institutions based on the quality of educational opportunities they provide. The evaluation process includes a self-evaluation, an on-site peer review, and an independent review of the educational process. In just under eight months, the Dean's staff collected and compiled all the required documents for ACCET accreditation. JSOU is awaiting the results of ACCET's evaluation due in mid Dec 09.

The Faculty Development staff modified the Methods of Instruction Course (MOIC) from three separate courses into a single 10 day course which incorporated the MOIC Basic, MOIC Advanced and MOIC Evaluation. This course prepares JSOU faculty members and other selected SOF instructors to

Academic year 2009

Highlights & Accomplishments

develop and teach curriculum while creating active learning environments focused on higher levels of learning through the use of various teaching methodologies. A brief overview of learning theory, the Instructional Systems Development process, and development of level-of-learning lesson plans is provided to allow immediate application of the instructional strategies that are discussed and practiced within the course. Nineteen new faculty members completed the MOIC course and four completed a four day MOIC topics course held at MacDill AFB for the USSOCOM OPSEC office.

The Dean of Academics overcame serious staffing shortfalls experienced during AY 08. A new Dean of Academics, Director of Faculty Development & Evaluation, Director of Institutional Effectiveness and Web Programmer were hired. These critical positions required highly qualified persons to ensure continued success. Efforts are also underway to hire three positions for the university: a Director of Curriculum, a Director of Admissions and a Registrar.

AY 2010 will be a year of new challenges. In addition to the development of new JSOU resident courses to meet warfighter requirements, the staff will support new requirements generated by the stand-up of the first ever Joint SOF Senior Enlisted Academy. All newly created courses must be vetted through ACCET before they can be taught by JSOU instructors. The Dean's staff will work closely with senior leadership to continually refine processes and capabilities to meet the evolving needs of USSOCOM.

The Dean of Academics Department now consists of 12 personnel.

Operational Studies Department, JSOU-O

The Operational Studies Department mission expanded in AY09. The department increased its support to joint SOF education in the Professional Military Education institutions and at Theater Special Operations Commands. Efforts at building partner nation capabilities in the fight against terrorism set the stage for SOF doctrinal interoperability at the international level. The department continues to educate individuals on joint operational concepts in order that they can function more effectively in the collective joint special operations environment.

The Operational Studies Department refined its support to senior and intermediate service colleges and the Joint Forces Staff College (JFSC) during AY09. The department also expanded individual education at USSOCOM headquarters, USSOCOM Service Components, Theater Special Operations Commands and the Joint Special Operations Command. Continued augmentation of task forces in the theater of war and new programs with coalition SOF highlighted this academic year.

Academic year 2009

Highlights & Accomplishments

The Operational Studies Department continued to conduct the Joint Special Operations Warfighter Certificate program, which prepares Special Operations Warriors and Special Operations Enablers for assignment to a Joint Special Operations duty position. This program consists of three discrete courses; the Advanced Planning Applications Course concentrates on teaching students how U.S. National Policy, Strategy, and Plans are formulated and integrated at the strategic level; the Collaborative Planning Course teaches students how to conduct Joint Special Operations Collaborative Planning at the operational level; and the Irregular Warfare Course provides students with a thorough understanding of the current Irregular Warfare environment.

The Operational Studies Department continued its development and conduct of the USSOCOM Command Education Program, which provides education to members of USSOCOM and other appropriate organizations on special operations fundamentals and the unique duality of the United States Special Operations Command. This program also consists of three discrete courses: the Introduction to Special Operations Forces Course concentrates on helping students develop a fundamental understanding of special operations, the US Special Operations Command, its components, sub-unified commands, and theater special operations commands; the Joint Special Operations Staff Officers Course prepares newly assigned Special Operations Staff Officers to work effectively in the joint staff environment where USSOCOM and its major associates must successfully function, concentrating on the Title 10 aspects and issues of the command; and the SOCOM Combatant Command Course provides students with critical information about the organization of USSOCOM, its warfighting capabilities and specific processes, and potential weapons used to prosecute operations against terrorist networks.

The Department has been steadily engaged in providing SOF educational support to the professional development of the USSOCOM Service Components. In AY09, Department instructors provided tailored SOF education to the Naval Special Warfare Command's Junior Officer Training Course and SEAL Lieutenant Career Course and also to the Marine Special Operations Command's MARSOTF Deployment Certification Exercise program. Department instructors also provided educational support to the USAF Special Operations School curricula.

In its continuing provision of SOF educational support to the Department of Defense Professional Military Education institutions, the Operational Studies Department has been in a constant process of revising and refining its educational programs at the Joint Forces Staff College's Joint and Combined Warfighting School (JCWS), the Joint Advanced Warfighting School (JAWS), and at the Service Intermediate Level Colleges and Advanced Studies Programs. All of these educational programs have been increasing their focus on the GWOT and on emerging SOF doctrine.

Academic year 2009

Highlights & Accomplishments

In one of its most important roles in support of the USSOCOM Strategy, the Operational Studies Department has been steadily assisting the USSOCOM Building Partner Capacity mission. The Operational Studies Department has provided Joint SOF education to NATO SOF supporting OEF and OIF to improve their ability to interoperate with and support their US SOF counterparts. During AY09, the Department provided a NATO Planning Course to Croatian SOF, a Combined CMO Planning Course to Korean SOF, and supported Colombia in their development of a national joint Special Operations Command. The Department remains involved in the continuing USSOCOM mission of supporting Poland in their development of a national joint Special Operations Command.

The Operational Studies Department continued the professional development of its personnel by participating in numerous education and training events, worldwide exercises, and academic seminars. The intent of these is to maintain the currency and relevance of the Department and to improve its value to its students and the SOF community, at large.

Mr. George H. McNair, YC-3, is the Department Director. The Department consists of 14 full-time personnel, one US Army Individual Mobilization Augmentee, and three part-time Associate Faculty members.

Strategic Studies Department, JSOU-S

Throughout AY09 the Strategic Studies Department achieved its assigned objectives through a vigorous schedule of diverse academic activities. These included research and publication by the Department's research fellows program and the JSOU Press; interagency courses; international outreach and education supporting the DoD Counterterrorism Fellowship Program; and strategic outreach symposia in a variety of locations such as Bangladesh and the United Arab Emirates as well as the United States. The department continued support to senior-level Professional Military Education (PME) through strategic level exercises at the National War College, Army War College, and the Air War Colleges. By the close of the AY, the department organized two new divisions for international engagement and regional-cultural programs and a senior leader education division to develop the Officer Professional Military Education Policy (OPMEP) directed Combined/Joint Force Special Operations Component Commander's Course.

Research and publishing have been a core JSOU mission since General Peter J. Schoomaker, signed the *Joint Special Operations University Charter*, on 15 June 2000. To date they have produced 55 research monographs, manuals, and symposia findings. During AY09 emphasis was placed on regional studies with products produced concerning the Arabian Gulf Region, Pakistan, Africa, and Brazil. Monographs such as *The Arabian Gulf Security Policy, Past, Present, and Future* by Middle East expert Roby Barrett, *Irregular Warfare: Brazil's Fight Against Criminal Urban Guerrillas*, by Brazilian Special Forces

Academic year 2009

Highlights & Accomplishments

Major General Alvaro de Souza Pinheiro, and *Africa, Irregular Warfare on the Dark Continent* by Special Forces Colonel (Ret) John Alexander typify the international dimension of the Strategic Studies Department research effort. Additionally, the department launched the first edition of the Special Operations Forces Interagency Counterterrorism Reference Manual, a companion manual to the highly-demanded Special Operations Forces Reference Manual. These two textbook-like publications will be reviewed and updated on a biennial cycle.

The department's Interagency Education Division continued delivery of a full array of interagency courses. The Combating Terrorism Executive Interagency Seminar (CbTEIS) completed two executive-level seminars in the national capital region and continued to attract high-level attendees (FO/GO/SES) and strong, senior-level interagency participation. The Interagency Education Division also conducted regular quarterly iterations of its Combating Terrorism Networks Seminar (CbTNS) and the SOF Interagency Collaboration Course (SOFIACC) for senior and mid-career military, foreign service, and other government participants. The division exported the essence of those courses in the form of compact seminars to the Naval Special Warfare Center and the U.S. Army John F. Kennedy Special Warfare Center and School. Finally, the division continued to support USSOCOM J54, Special Operations Support Teams with an orientation course in Washington, DC that is designed to prepare SOCOM liaisons to federal agencies better to work more effectively with our interagency partners.

During AY09, the department's support to DOD's Counterterrorism Fellowship Program (CTFP) featured the resident Special Operations Combating Terrorism Course (SOCbT), OCONUS Joint Mobile Education Team seminars, and a proof-of-concept alumni seminar. The resident SOCbT expanded to three iterations during the period and sustained strong, positive feedback. More than 72 countries have benefited from this 2-week SOCbT program of instruction. The department's SOCbT curriculum also provided non-residence educational engagement which resulted in a series of seminars supporting SOCCENT, SOCEUR, SOCSOUTH, SOCPAC, SOCAFRICA and NORTHCOM and involved more than 50 countries. Altogether, JSOU supported regional seminars in the United Arab Emirates, Jordan, Poland, Croatia, Argentina, Bangladesh and the United States (Miami) and a bi-lateral educational seminar in Mexico. The course in the United Arab Emirates marked the first time the 2-week SOCbT curriculum was exported. The international education concluded AY09 with a proof-of-concept pilot course for CTFP alumni at the Kofi Annan Centre in Accra, Ghana.

The Senior Leader Education Division was established and incorporated into JSOU's MacDill AFB Detachment to develop the Combined/Joint Force Special Operations Component Commander's Course (CJFSOCC) and to sustain the Joint SOF Pre-Command Course.

Academic year 2009

Highlights & Accomplishments

The Strategic Studies Department continues to support strategic level exercises conducted by the service war colleges. This year a JSOU team supported the Strategic Decision Making Exercise (SDME) at the U.S. Army War College with a team of four SOF experts headed up by Navy SEAL Senior Fellow, Captain (Ret) William Wildrick (USN). This exercise has a distinct interagency dimension and students are challenged to make decisions and develop courses of action at the nation's highest level. The Joint Land, Air, Sea, and Space (JLASS) exercise brings students from all the War Colleges to Maxwell AFB, Alabama where they role play the Unified Commands as they tackle a challenging global warfighting scenario. The Department was also invited to lead and mentor students about the application of Special Operations Forces at the Air War College's SOLO Challenge exercise.

The Department's Senior Fellow team designed and executed the academic program of USSOCOM's Foreign Military Attache Conference (Sovereign Challenge) in March 2009. Additionally, the Department organized senior-leader seminars for Commander USSOCOM on Southwest Asia and a similar one for Commander MARSOC. The department's Senior Fellows also supported the opening of the King Abdullah Special Operations Training Center in Jordan.

Since May 2009, Mr. Kenneth H. Poole, YC-3 DAFC, has assumed the Department Director's chair. As of the close of the academic year, the Strategic Studies Department is comprised of 17 full-time personnel, 3 U.S. Army drilling reservists, and 8 part-time Associate Senior Fellows.

Joint Special Operations Forces Senior Enlisted Academy, JSOU-E

AY09 was a year of detailed program definition and curriculum development for the Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA), JSOU-E. The Academy course construct and manning plan was approved by the USSOCOM Commander in January 2009 and by the USSOCOM Board of Directors the following month. It is funded in the USSOCOM Program Objective Memorandum beginning in FY10.

The JSOFSEA course consists of two phases. The distance learning phase lasts for six months and begins with National Defense University's on-line Senior Enlisted Joint Professional Military Education Course. Students continue with knowledge-based instruction on a variety of topics, including effective study methods, strategic communication, National Security Affairs, as well as the history of Special Operations and USSOCOM.

Immediately following the distance learning phase, the eight-week in-residence phase begins. Course work is designed to prepare students for future assignment as senior enlisted leaders at the theater, component, and combatant command levels within USSOCOM. The course culminates with a multi-day

Academic year 2009

Highlights & Accomplishments

situational exercise challenging students to apply critical thinking while requiring them to apply the concepts learned throughout the course.

A key tenet of the Academy concept is its recognition as a senior enlisted professional military education institution, with its graduates receiving credit for senior enlisted PME completion from their respective services. During this year, the JSOU Program Manager briefed each of the service Senior Enlisted Advisors to obtain their concurrence of equivalency. Follow-on briefings were given at the request of the USASOC Commander and the Army Training and Doctrine Command (TRADOC). Each service's concurrence of the JSOFSEA as a service-equivalent senior enlisted professional military education course will be formally documented in the next revision of the Memorandum of Agreement executed between the service and USSOCOM.

During Curriculum Development, the JSOFSEA development team identified a requirement for a learning management system to administer instruction, score both assignments and examinations, and to track the results on-line. JSOU selected the Blackboard Learning Management System to fulfill the requirement. The system was purchased and the JSOFSEA team participated in tailored training to be able to effectively use all the capabilities inherent in Blackboard.

Another significant accomplishment is the substantial progress made on developing the Academy curriculum and preparing to execute the first course. The distance learning curriculum was formally approved by the JSOU Curriculum Review Committee in September 2009. Following the approval, the first class of 30 students was registered for the course and the non-resident course content was loaded onto the Blackboard LMS. Blackboard allows students across the globe to access course content electronically at any time. This feature is critical to the success of the program, as Special Operations Forces are deployed worldwide and will be completing the distance learning phase of instruction from many diverse locations. While students will use Blackboard heavily during the distance learning phase of instruction, it will also be used by in-resident students.

During AY09, CSM Robert DeGroff was selected as the first Joint SOF Senior Enlisted Academy Commandant. By the end of the year, JSOU-E consisted of 16 personnel.

AY10 will be a critical year for the JSOFSEA. The non-resident phase of the pilot course will begin in November 2009. The resident curriculum will be reviewed by the JSOU Dean and his staff in December 2009. Following approval by the Dean, the first class of JSOFSEA students will begin the in-residence phase in January 2010. A second course iteration is scheduled for the summer. The Academy will continue to grow in size, eventually graduating 300 students in four courses annually.

Staff & Faculty

To accomplish its mission, the university employs an extremely diverse workforce, all of whom are hired or assigned under a variety of staffing programs. The staff and faculty includes active duty, active reserve, and temporary duty reserve military personnel; and government civilians, civilian contractors, private consultants, guest lecturers and speakers. Simply put, the university could not perform as well as it does without the diverse efforts of all of these people.

JSOU active duty military personnel are assigned by USSOCOM or the Service components. Reserve component military personnel serve in whatever way best supports the organizational mission, as directed by JSOU Leadership. Government civilians are hired through the US Civil Service personnel system, and nongovernmental civilians are hired in accordance with appropriately submitted and funded contracts. Adjunct Faculty and guest speakers/lecturers are hired on an as-needed basis to support specific educational requirements. And lastly, the university typically hires 3 to 5 high-school and college students under the DoD summer-hire program.

Active duty and reserve military personnel are typically assigned against specific education support requirements, i.e., to act as Course Directors or Subject Matter Experts (SMEs), but some are assigned to mission support and unit administration positions. Government and non-government civilians also fill both education and support roles.

Additionally, for both efficiency and legal reasons, JSOU and its facility host each have responsibility for different facets of daily operations, and personnel from both organizations support the activities of each as needed. For example, USAFSOS is primarily responsible for facility management and student services, which includes student support and registration, while JSOU is primarily responsible for educational technology, which includes video tele-instruction (VTI) support, the organizational websites, and automated scheduling support.

As of the end of AY09, JSOU has 68 Faculty and Staff personnel, not including guest speakers and lecturers. Of the permanent faculty, 50 are instructor-trained in accordance with faculty development Operating Instructions; and each of those have been evaluated and certified as instructors by the Director of Faculty Development. The instructor trained/certified personnel are the only employees authorized to teach at the university. The information below is the most current staff and faculty list available at this time.

Staff & Faculty

Note: **PC** in MOIC column = Previously Certified as Instructor; **1** = Completion of JSOU Methods of Instruction Course; **2** = Methods of Instruction Advanced Course; **3** = Methods of Instruction Evaluation Course; * = Staff (instructor training not required); Last column indicates highest educational level (**SC** = some college).

JSOU Staff And Faculty

JSOU Staff

Last Name	First Name	Rank/Grade	Job Title	MOIC	Educ.
Maher	Brian	SES	President	PC	EdD
Sikes	James	Col	Vice President	*	MS
Tyler	Donald	Contractor	Executive Officer	*	MS
DeMauro	Doralyn	GS-8	Executive Assistant	*	SC
Kilcullen	Dennis	GS-13	Chief, Plans & Programs	*	MA
Keating	William	GS-9	Budget Technician	*	SC
Torres	Luis	YA-2	Comptroller/Resource Advisor	*	MBA
DuBose	Bettie	GS-9	Personnel Assistant	*	AA
Strutchen	Sharon	Contractor	Team Administrator	*	SC
Mcperson	Carl	Contractor	Lessons Learned	*	MS
Pihana	Patrick	Col	SOF Chair (NDU)	PC	MS
Lewis	Michael	Lt Col	SOF Chair (MCU)	PC	MS
Wilson	Gregory	COL	SOF Chair (NPS)	PC	MS
Collins	Doug	Contractor	Joint Training System Specialist	*	MS

Dean of Academics

Kilgore	Joe	YC-3	Dean of Academics	PC	PhD
Arnold	Brandon	Contractor	Web/Portal Applications	*	AA
Crutchfield	Julie	GS-13	Director, Faculty Development	1,2,3	EdD
DeTonnancourt	Peter	Contractor	SharePoint Manager	*	SC
Gray	Sidney	GS-13	Information Technology Strategist	1	BS
Motter	Rick	Contractor	Client Support Administrator	*	SC
Hogg	Chad	Contractor	VTI Technician	*	SC
Lowe	Pamela	GS-6	Administrative Assistant	*	SC
Risher	Sean	Contractor	VTI Manager	*	AA
Shiver	Joe	GS-12	Director, Institutional Effectiveness	1,2,3	MEd

Joint SOF Senior Enlisted Academy

DeGross	Robert	CSM	Commandant	1	AA
Dolasky	Kent	SGM	Program Manager	1	MBA
Ammen	Tipton	Contractor	Program Coordinator	1,2,3	BA
Cannady	Roger	Contractor	DL Curriculum Developer	*	BA
Casey	Robin	GS-12	Instructional Systems Designer	PC	MEd
Caffall	Chris	Contractor	STAFFEX Developer		MA
Donovan	John (Tim)	Contractor	Program Coordinator	1	BA
Hersey	Scott	Contractor	Web Manager	*	MBA
Kaufman	Pamela	Contractor	Chief, Plans, Programs & Budget	*	MBA
Lapella	Robert	MSG	Instructor	1	AA
Murphy	Kevin	MCPO	Instructor	1,2,3	BA
Sanchez	Elias	MSgt	Instructor	1,2,3	SC
Sims	Steven	Contractor	Curriculum Developer	1	BS
Smith	Greg	SMSgt	Instructor	1,2,3	BA
Thomas	Brandon	Contractor	STAFFEX Developer		MBA

Staff & Faculty

SOF Operational Studies

Tyler	Kassy	Contractor	ISD		MS
McNair	George	YC-3	Director, SOF Operational Studies	1,3	MS
Doan	Gilbert	YC-2	Deputy Director, JSOU-O/Chief, Outreach Division	1,3	MS
Bates	James	GS-13	Subject Matter Expert, Unconventional Warfare	1	BS
Bennett	Michael	GS-13	Subject Matter Expert, Ground SOF	1	MA
Clifford	Fred	LTC	Course Director, ISOF/Chief Courses Division	PC	MS
Cobb	Norman	GS-13	Course Director, SC3	1	MS
Dempsey	William	GS-13	Subject Matter Expert, Naval SOF/ Course Director, JSOWC-APA	1	MS
Edwards	Blake	GS-13	Course Director, OPP	1,2,3	AA
Enslen	Allan	LTC	Subject Matter Expert, Ground SOF	1	JD
Guess	Steve	GS-13	Course Director, JSOSOC	1,2	MS
Overdeer	Doug	Contractor	Subject Matter Expert, SAMS	1	MS
Raney	Mark	Maj	Marine Chair	1	BS
Strange	Joseph	Contractor	SME, Operational Art	1	PhD
Szeredy	James	GS-13	Course Dir, Asymmetric Warfare	1,2,3	BS
Taylor	Michael	Lt Col	Course Director, JSOMOC	PC	MS
White	John	Contractor	Subject Matter Expert, Ground SOF	1	MS
Young	George	LTC	Course Director, JSOIWAC/Chief, IW Division	PC	MS

SOF Strategic Studies

Poole	Kenneth	YC-03	Director, SOF Strategic Studies	1,2,3	EdD
Reidy	Frank	GS-13	Deputy, SOF Strategic Studies	1,3	MBA
Anderson	James	GS-12	Publications & Research Manager	*	MS
Brainard	Richard	Contractor	CbT, JMET and Outreach Programs	1	MA
Bright	Kenneth	Contractor	Advanced CbT Alumni Program	1,2,3	BA
Chandler	Lisa	Contractor	Editor, JSOU Press	*	BA
Harkins	Homer	YC-2	Chief, Interagency Education Div.	1	MS
Jacobs	Christopher	YC-2	Chief, Regional Cultural Program	1,2,3	MA
Mendel	William	Contractor	Senior Fellow (Ground)	1,2,3	MA
Mitchell	Robert	GS-13	Course Director, CBTNS		JD
Morgan	Joseph	Lt Col (sel)	Chief, Regional Cultural Division	1,2,3	PHD
Nelson	Jeffrey	Contractor	Senior Fellow (IA)	1	MS
Scott	Gordon	Contractor	Course Director, SOCbT	1	AA
Stenger	Laura	GS-13	Course Director, JSOPCC	PC	MEd
Syc	Andrea	Contractor	Interagency Analyst/Course Director		BS
Wildrick	William	Contractor	Senior Fellow (Naval)	1	MBA
Youngblood	Terry	GS-6	Administrative Assistant	*	MA

Coronado

Chelsea	David	Contractor	JSOU Liaison to NSWC	*	MS
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MacDill

Ballard	Boyd	YC-02	Director, Professional Development	*	MA
Branam	April	GS-9	Administrative Officer	1	AA
Nichols	Scott	Contractor	Information Technology Manager	*	AA

Facilities

In support of USSOCOM's ever evolving war on terrorism, the mission of Joint Special Operations University has continued to expand, requiring an increase in the variety of course offerings, as well as increased faculty and staff. To accommodate these changes several improvements to the existing campus have been planned and conducted. JSOU is scheduled to acquire a permanent facility at MacDill AFB to house all of JSOU by the fourth quarter of fiscal year 2010. The MacDill Detachment moved to the Marina facility in Aug 2009 and will remain there until the Pinewood facility can be occupied by JSOU and the Joint SOF Senior Enlisted Academy, scheduled to stand-up in early AY 2010.



Joint Special Operations University - Hurlburt Field, Florida



Marina Facility – Tampa, Florida

Course Information

Student attendance and course information in the tables that follow was gleaned from the university's student registration database, which is used to record demographic data about students who attend the regular "formal" courses offered by the university, i.e., courses for which a JSOU certificate of completion is awarded. This includes all regular courses taught on-station and off-station, to include Video Tele-Instruction (VTIs). Student data for tailored PME and Joint Mobile Education Team (JMET) teaching activities is also included.

Data Validity

Student Information is entered into the database directly by students or after-the-fact by Student Services personnel, and it is therefore typically not double checked for validity or accuracy. Consequently, as with any database of this kind, errors are likely to exist in spite of every effort to prevent them. Even so, a great deal of time was spent converting and organizing the available data, and insofar as possible, the numbers shown below accurately represent the student population that attended regular resident courses. Estimated level of confidence is 98% or better.

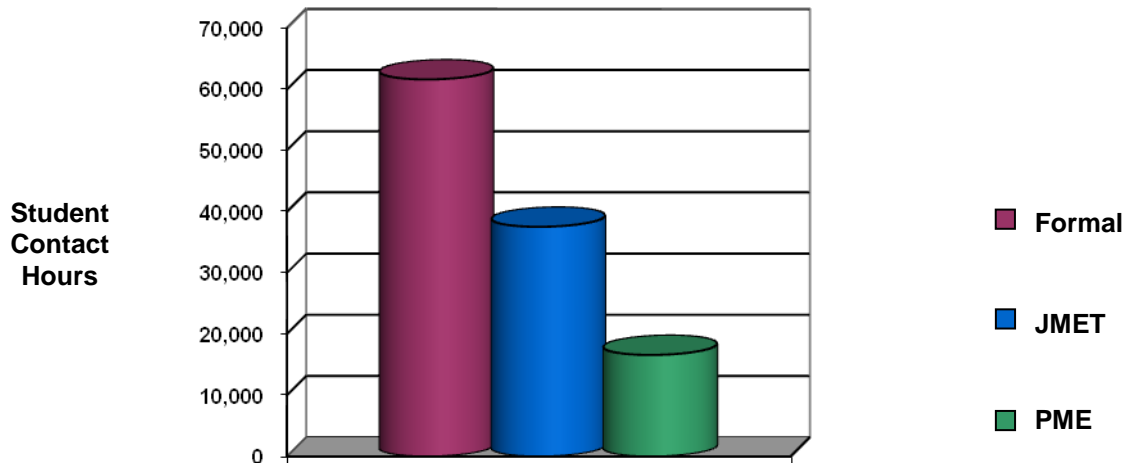
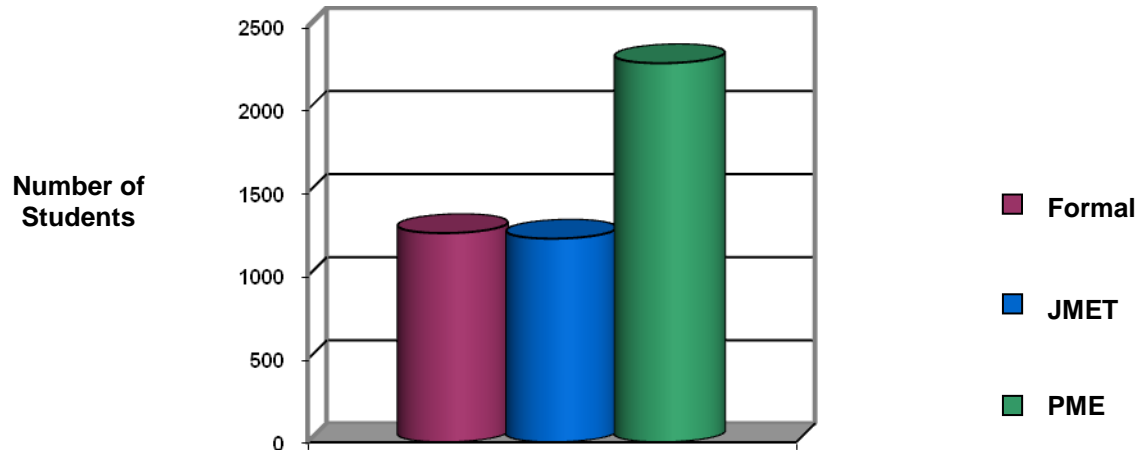
Target Population

For individual courses, SOF and SOF enabling students are given priority while remaining open course quotas are offered to conventional units on a space-available basis. Course capacity is determined by the size of the courses' target populations and practical scheduling considerations. Major target populations include: Special Operations Forces (SOF) and SOF enablers, interagency partners, and coalition partners.

Note: A "SOF enabler" is a person whose military skill, function, or specialty is essential to the successful conduct of a Special Operations Core Task but is not specifically designated as a SOF specialty. These individuals are routinely assigned to SOF units, commands, and joint staffs on a recurring basis.

Course Information

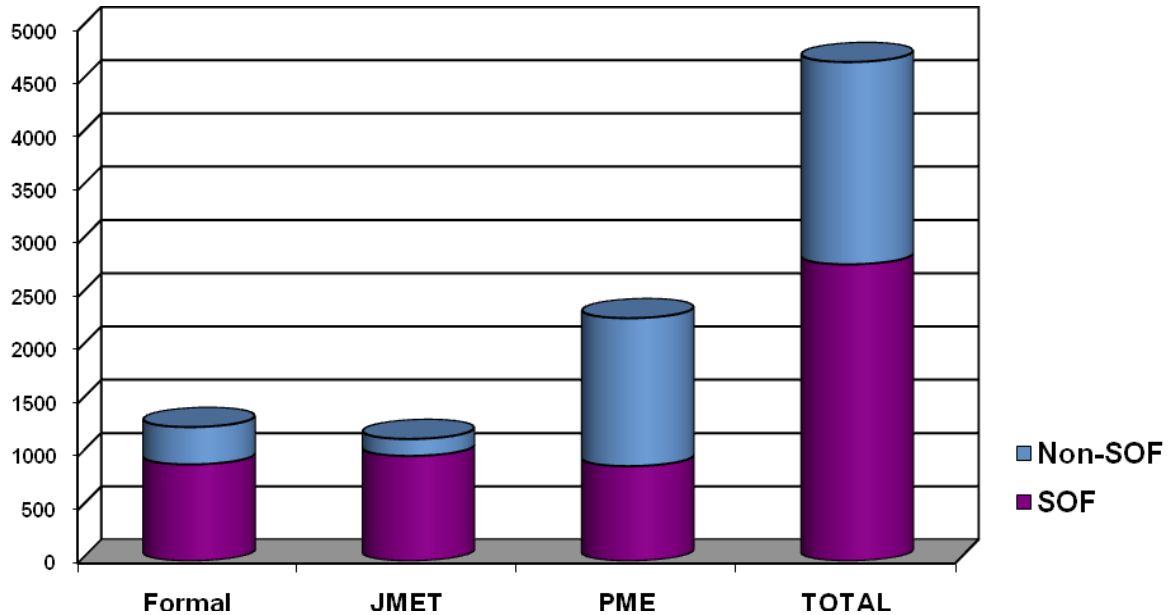
AY09 Student Attendance vs. Student Contact Hours
By Type of Course



Type of Course	# Students		Student Contact Hours		Avg. Hours/Student	
	AY08	AY09	AY08	AY09	AY08	AY09
Formal	1,053	1,258	36,892	61,636	35	49
JMET	1,345	1,225	35,802	37,550	27	31
PME	2,618	2,280	14,982	16,606	6	7
Totals	5,016	4,763	87,676	115,792	18	24

Course Information

AY09 Total SOF Attendance by Type of Course



Type of Course:	SOF	Non-SOF	% SOF
Formal ¹	907	351	72%
JMET ²	987	159	86%
PME ³	891	1389	39%
Totals	2785	1899	59%

¹**Formal** – Diploma or certificate awarding courses, taught on-station or off-station

²**JMET** – Courses taught by a Joint Mobile Education Team (JMET), tailored for specific audiences

³**PME** – Tailored blocks of instruction taught at Professional Military Education (PME) schools

Formal Courses

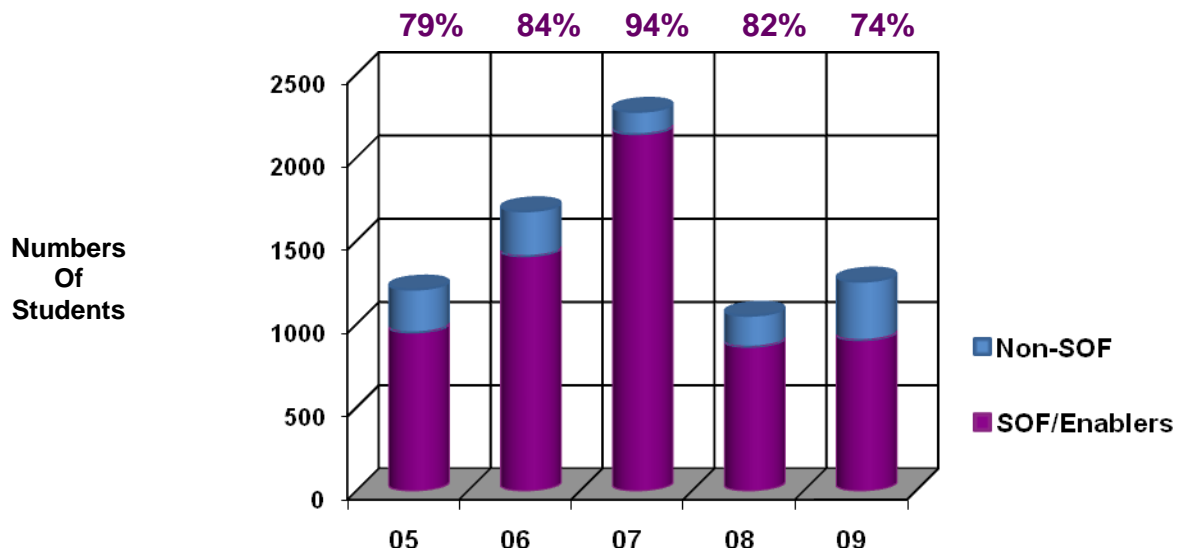
Formal Course Iterations and Student Attendance by AY

JSOU	AY05	AY06	AY07	AY08	AY09
Courses Conducted	19	20	19	17	19
Class Iterations	46	58	60	40	50
On-Station*	17	28	17	15	30
Off-Station	29	30	43	25	21
Academic Days	248	288	376	222	310
Total Students	1210	1680	2277	1053**	1258

* Classes taught at Hurlburt Field or MacDill AFB

**Formal course attendance decreased by 54% in AY 2008 due primarily to the transfer of four Joint Education Program courses to the Joint Special Operations Command (JSOC).

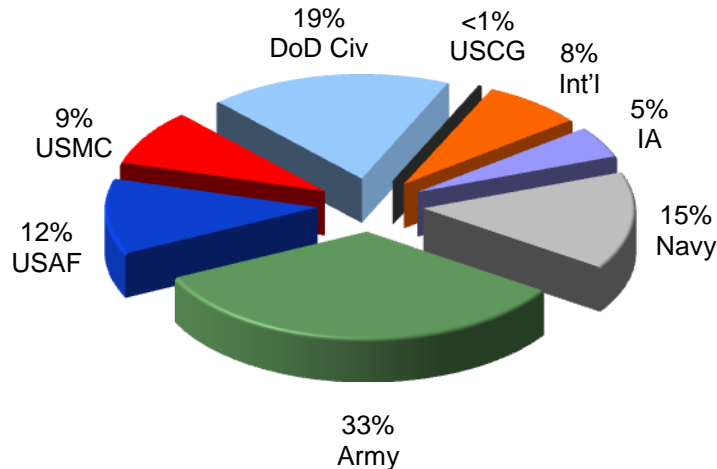
Formal Course SOF Attendance by AY



	AY05	AY06	AY07	AY08	AY09
SOF/Enablers	953	1411	2143	867	907
Non-SOF	257	269	134	186	351
Total	1210	1680	2277	1053	1258

Formal Courses

AY09 Formal Course Attendance by Service Component



AY09 Formal Course Attendance by Service Component and Status

	USA	USAF	USN	USMC	USCG	Dod Civ	Inter-Agency	Inter-national	Totals
Officer	246	103	127	64	2			97	639
Enlisted	157	42	55	45					299
Warrant	18		6						24
Civilian						235	61		296
Total:	421	145	188	109	2	235	61	97	1258

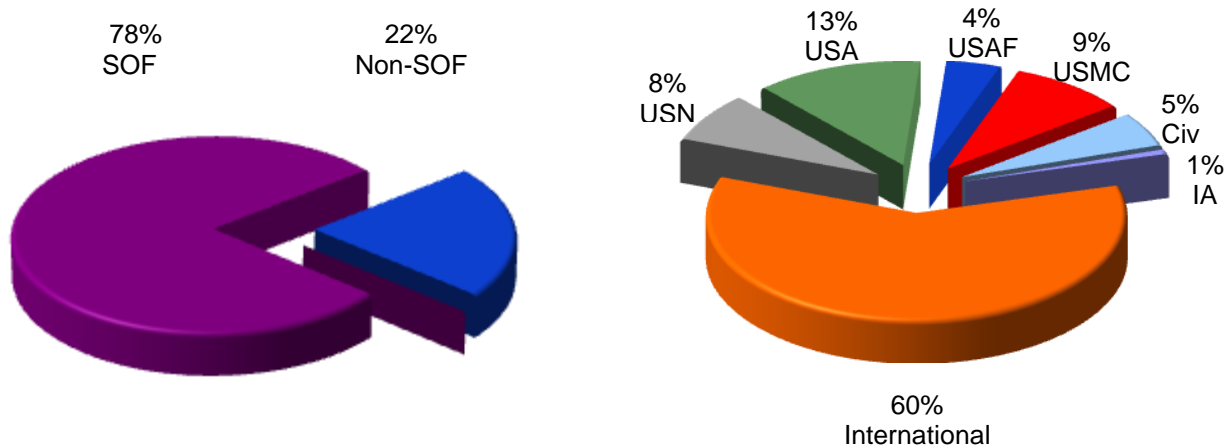
International students represented 36 different nations, primarily in our ASD SOLIC sponsored Special Operations Combating Terrorism Course. They included: Argentina, Australia, Bangladesh, Botswana, Cameroon, Canada, Colombia, Croatia, Czech Republic, Estonia, Georgia, Hungary, Indonesia, Iraq, Jordan, Kenya, Mexico, Montenegro, Nepal, Niger, Nigeria, Pakistan, Paraguay, Philippines, Poland, Senegal, Serbia, Singapore, Sri Lanka, South Africa, Thailand, Trinidad-Tobago, Turkey, Uganda, Ukraine and Yemen.

AY09 Formal Course Attendance by Level of Responsibility

	Tactical	Operational	Strategic
# Students	251	252	350

Joint Mobile Education Team (JMET) Courses

JMETs are courses taught by Joint Mobile Education Teams, and tailored for specific audiences. JSOU provided an increased number of Joint Mobile Education Team courses for specific organizations and missions throughout AY09. A total of 36 JMETs were delivered in AY09. Tailored courses were delivered to 18 different locations including 23 courses to overseas locations.



	SOF	Non-SOF	USA	USAF	USN	USMC	DoD Civ	IA	Intn'l	Total
JSOU JMET Students	958	267	162	52	94	112	65	9	731	1225

International Locations / Students

Poland	Belgium	Africa	Argentina	Korea	Croatia	Mexico	Columbia
150	17	57	31	62	55	20	35

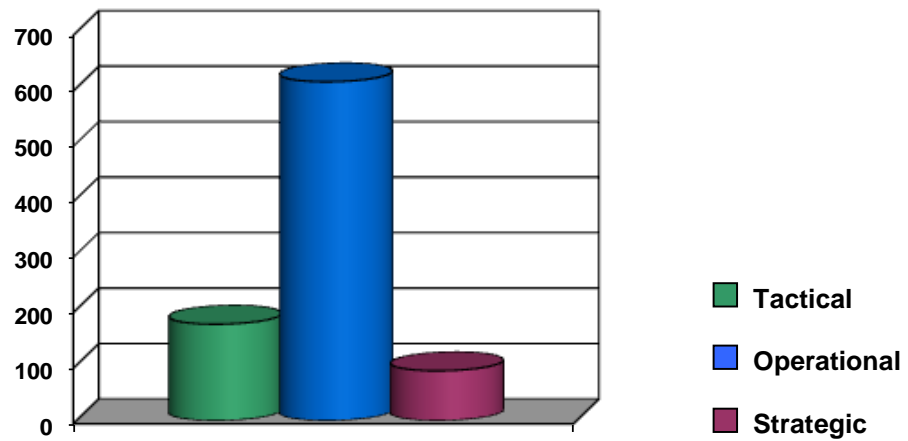
Joint Mobile Education Team (JMET) Courses

JMET Student Level of Responsibility

Component	Location/Unit	Focus
SOCEUR (16)	Stuttgart, NATO School, Hungary, Poland, Croatia	SOF Planning, C2, SOF Doctrine, Air Ops, Staff Procedures, IW, NPS, ISTC, CTFP, NSTEP, Interdiction
SOC SOUTH (3)	Argentina, Colombia, Miami	Strategic Threat Interdiction, CTFP
SOCKOR (1)	USFK Seoul, SOCKOR Combined	Combined CMO
SOC PAC (1)	Bangladesh	Pacific Regional Approach to Combating Terrorism (PACRAT) 2009
NORTHCOM (1)	Mexico	CD, Manhunting
AFRICOM (1)	Accra, Ghana	CTFP Alumni/Advanced Course
JSOC (4)	Ft Bragg	SOF Intro, SOFIC ISO,
MARSOC (5)	29 Palms, Camp Lejeune, Camp Pendleton, 1 st MSOB	Raven Series, Deployment Training
USASOC (2)	Ft Bragg	OPD for JFK SWCS, IA CT Seminar

Joint Mobile Education Team (JMET) Courses

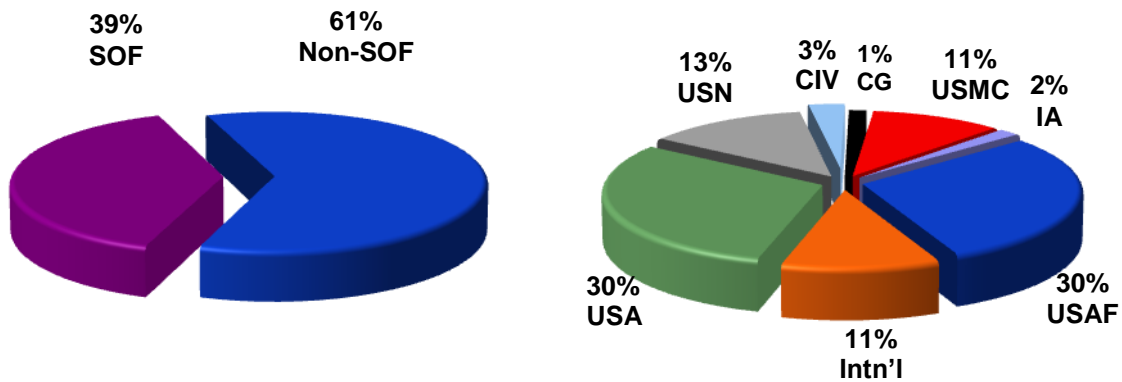
WARCOM (2)	20% Canada	70%	10%	NSWC Platoon CDR
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	Tactical	Operational	Strategic
JMET Students	174	611	90

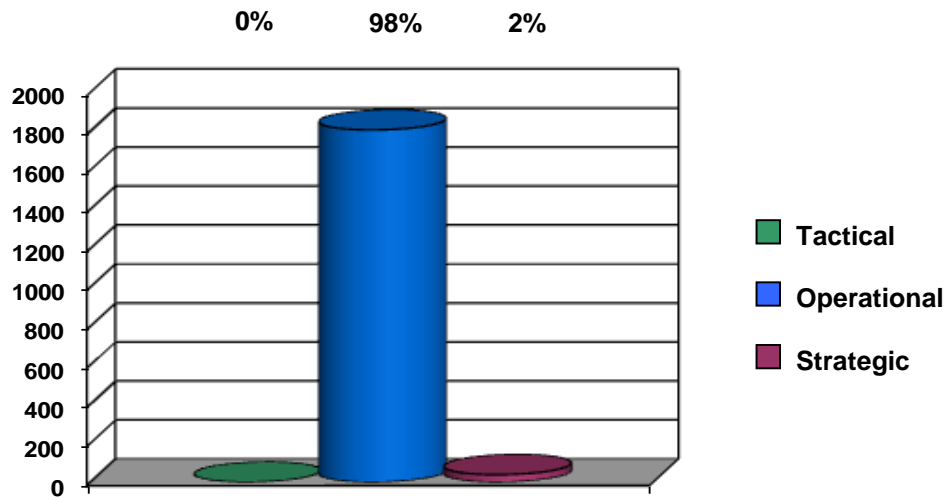
JMETs Conducted in AY 2009

Professional Military Education (PME) Courses



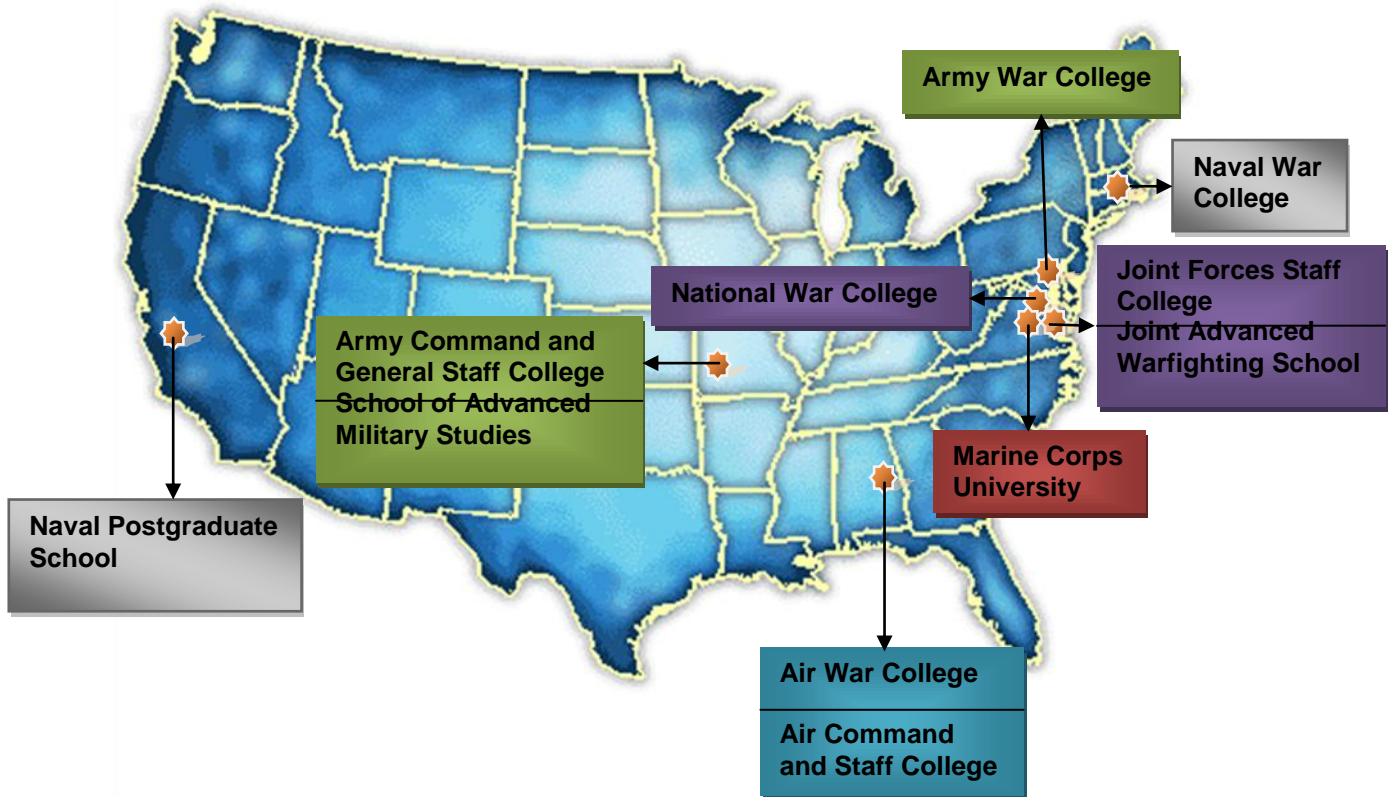
	SOF	Non-SOF	USA	AF	USN	MC	CG	DoD Civ	IA	Intn'l	Total
Students	891	1389	687	674	295	240	31	66	38	249	2280

PME Student Level of Responsibility



	Tactical	Operational	Strategic
PME Students	0	1807	39

Professional Military Education (PME) Courses



PME School Locations

SOF specific electives were offered at each of the officer intermediate-level service schools, and joint service schools in AY09. A total of 119 different classes were provided at 8 different locations for a total of 2280 students. JSOU embedded faculty presented 1015 hours of SOF-unique instruction.

Formal Course Demographics

This section contains detailed information about courses offered by JSOU during Academic Year 2009. Each pair of course pages includes a brief description of the course, course objectives, target audience, overall end-of-course level-one evaluation (student feedback) results, and student/course demographic data.

Course information is similar to that previously published in the university's annual course catalogue and on its website. Student data is gleaned from the information provided by students during registration, and from instructors who add relevant data after the class.

Course Acronyms

- CbTEIS – Combating Terrorism Executive Interagency Seminar
- CbTNS – Combating Terrorist Networks Seminar
- ISOF – Introduction to Special Operations Forces Course
- JSOIWA – Joint Special Operations Irregular Warfare Advanced Course
- JCMOCPW – Joint Civil Military Operations Planning Workshop
- JSOFPCC – Joint Special Operations Forces Pre Command Course
- JSOLAC – Joint Special Operations Legal Advisors Course
- JSOMOOC – Joint Special Operations Medical Officers' Orientation Course
- JSOSOC – Joint Special Operations Staff Officer Course
- JSOWC – Joint Special Operations Warfighter Certificate
- JSOWC-APA – Advanced Planning Applications Course
- JSOWC-IW – Irregular Warfare Course
- JSOWC-CP – Joint Special Operations Collaborative Planning Course
- MOIC – Methods of Instruction Course
- SC3 – SOCOM Combatant Command Course
- SOCbT – Special Operations Combating Terrorism Course
- SOFIACC – Special Operations Forces Interagency Collaboration Course
- SOFSEC – Special Operations Forces Senior Enlisted Course
- SOSTOC – Special Operations Support Team Orientation Course

End-of-Course Evaluations

All students are asked to complete an end-of-course critique. For each of the lessons in the course, students indicate the extent to which they agree with the following three statements:

1. The content of this lesson was valid (current and appropriate).
2. The instructor effectively presented the information in this lesson.
3. The information provided in this lesson will be useful to me in my job.

At the end-of-course, students are also asked to indicate the extent to which they agree with the following five overall course evaluation statements:

Formal Course Demographics

1. The course was well organized.
2. The objectives of this course were successfully achieved.
3. The content of this course was what I expected or better.
4. The information provided in this course will be useful to me in my job.
5. I would recommend this course to others.

Each student response is rated on a 6 point scale, ranging from 0% agreement, or 1, to 100% agreement, or 6. Lesson-by-lesson and overall course feedback results are collated, analyzed, and reported to the course directors during the year. The overall course feedback results have also been included in the pages that follow. The *overall score* reflects the mean (arithmetic average) of the responses for the five course-level statements. Statistical Analysis was conducted using the Statistical Software for the Social Sciences, version 12.0.

The table below shows end-of-course results for the five overall course-level statements for each course (for which meaningful data is available). The Q1-Q5 columns show the year-end mean score for each question. The AVG column shows the overall mean score for the year. *ITER* shows the number of class iterations conducted for each course in AY09, and *Students* shows the total number of students who attended each course. The last row in the table shows the university's total scores, class iterations, and student attendance. This information is also included with each course description in the pages that follow.

	Q1	Q2	Q3	Q4	Q5	AVG	ITER	Students
CbTEIS	5.7	5.6	5.7	5.3	5.6	5.6	2	41
CbTNS	5.6	5.3	5.2	5.2	5.5	5.4	4	83
ISOF	5.5	5.6	5.7	5.5	5.8	5.6	3	101
JCMOCPW	5.7	5.9	5.5	5.5	5.6	5.6	3	81
JSOFPC	5.3	5.1	4.6	5.1	5.0	5.0	2	84
JSOLAC	5.5	5.3	5.1	5.1	5.5	5.3	1	57
JSOIWA	5.3	5.4	5.2	5.3	5.7	5.4	1	21
JSOMOOC	5.9	5.7	5.6	5.7	5.7	5.7	1	34
JSOSOC	5.4	5.3	5.0	5.1	5.3	5.2	4	107
JSOWC-APA	5.6	5.5	5.6	5.6	5.7	5.6	4	45
JSOWC-IW	5.3	5.4	5.1	5.4	5.5	5.3	4	116
JSOWC-CP	5.2	5.4	5.1	5.2	5.3	5.3	2	33
MOIC	5.6	5.9	5.6	5.9	6.0	5.8	4	19
SC3	5.7	5.6	5.4	5.4	5.6	5.5	4	111
SOCbT	5.6	5.4	5.2	5.3	5.9	5.5	2	99
SOFIACC	5.6	5.4	5.0	5.2	5.4	5.3	4	104
SOFSEC	5.7	5.7	5.6	5.6	5.8	5.7	2	107
SOSTOC	6.0	5.5	5.5	5.5	6.0	5.7	2	15
AVG./TOTALS	5.6	5.5	5.3	5.4	5.6	5.5	48	1258

Formal Course Demographics



Combating Terrorism Executive Interagency Seminar (CbTEIS)

Course Code: JSOU-CbTEIS

Length: 2 Days

CbTEIS provides instruction and panel discussion of topics involving the interaction among USSOCOM and other government agencies in conducting and coordinating the fight against global terrorism. Topics covered include:

- USSOCOM Plans and Synchronization Mission
- National Security System Overview
- National Security Reform
- Harnessing All Elements of National Power
- Strategic Communications/Information Operations/Public Diplomacy
- The Effect of Reconstruction, Stabilization, and Development Efforts on Combating Terrorism World-Wide
- Intelligence Fusion and Information Sharing

While there will be some instruction at the understand level, considering the rank and knowledge level of the participants, the main body of the CbTEIS will be conducted at the analyze/evaluate level of learning.

Objective: The Combating Terrorism Executive Interagency Seminar supports the USSOCOM synchronization mission by providing a forum for executive-level personnel from the Department of Defense and other designated US Government agencies to analyze and discuss interagency issues in combating terrorism.

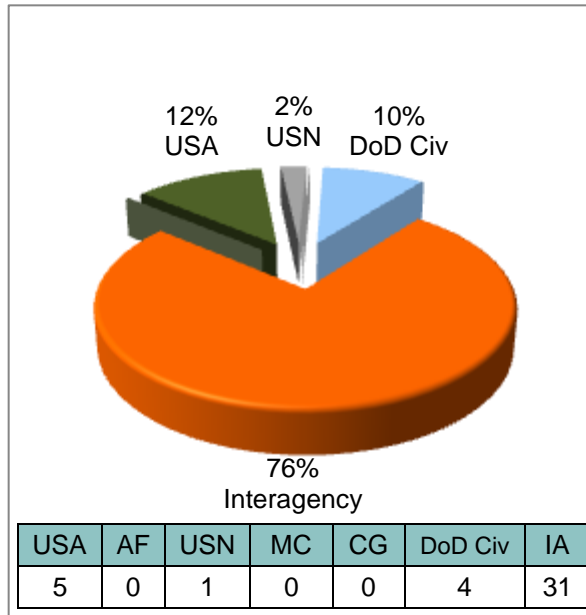
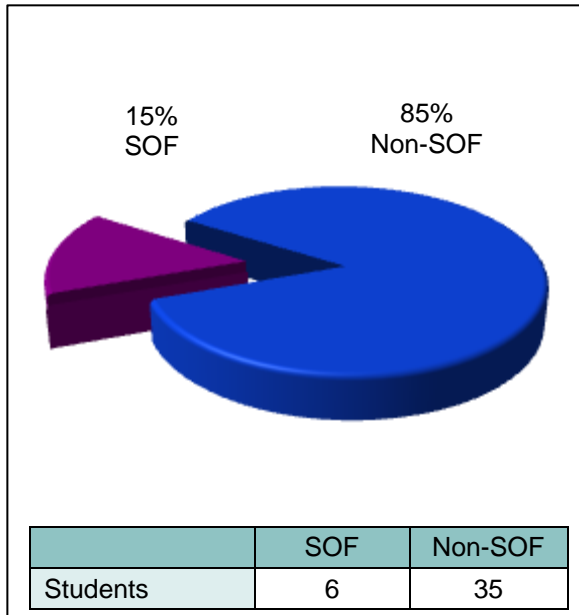
Target Audience: This nominative seminar is designed for General/Flag officers, Senior Executive Service, Senior Intelligence Service, and equivalent personnel from the Department of Defense and other US Government agencies that interact with Special Operations Forces in fighting the Global War on Terrorism.

CbTEIS Overall End-of-Course Student Feedback Results

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.7	5.6
2. The objectives of this course were successfully achieved	5.6	5.5
3. The content of this course was what I expected or better	5.7	5.3
4. The information provided in this course will be useful to me in my job	5.3	5.4
5. I would recommend this course to others	<u>5.6</u>	<u>5.6</u>
Overall Score:	5.6	5.5

Formal Course Demographics

CbTEIS AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
2	0	0	0	0	0

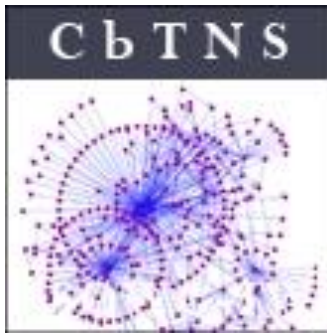
Student Level of Responsibility

Tactical	Operational	Strategic
0%	0%	100%

CbTEIS AY 09 Course Totals

<i>Class Iterations</i>		
On-Station	0	
Off-Station	2	Washington, D.C. x 2
Total Academic Hours	32	
Total Students	41	
Student Contact Hours	656	

Formal Course Demographics



Combating Terrorist Networks Seminar (CbTNS)

Course Code: JSOU-CbTNS

Length: 3.5 Days

The "Combating Terrorist Networks Seminar" (CbTNS), analyzes the overarching social, cultural, religious, political and strategic currents that influence terrorist networks and assess the threats they pose to U.S. security at home and abroad. The seminar examines the current U.S. policy and use of ALL elements of national power in the disruption, deterrence and defeat of terrorist networks in an interagency context.

Objective: To give students the opportunity to examine the complex and diverse nature of terrorist networks; to assess the challenges posed by terrorist networks to US security; and to explore existing and new approaches for meeting and addressing terrorist network threats and challenges through the use of national interagency efforts.

Target Audience: This classified seminar is designed for senior foreign officers, civil service officers and military leaders (FO-2-1, GS-13-15 and O5-O6) (limited to 25 people) having a background in U.S. strategy, initiatives and programs designed to combat the nexus of terrorism in a coordinated interagency effort. This is a nominative course.

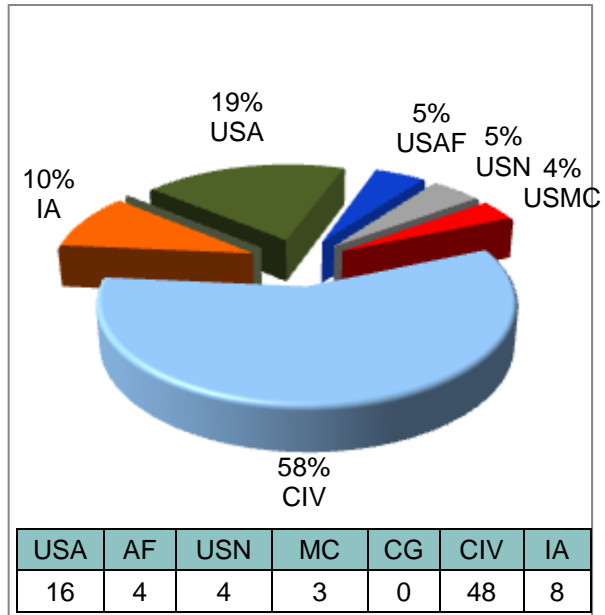
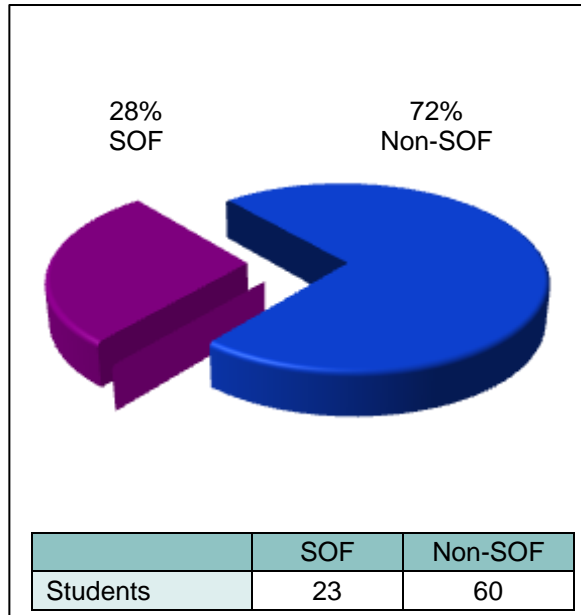
CbTNS Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.6	5.6
2. The objectives of this course were successfully achieved	5.3	5.5
3. The content of this course was what I expected or better	5.2	5.3
4. The information provided in this course will be useful to me in my job	5.2	5.4
5. I would recommend this course to others	<u>5.5</u>	<u>5.6</u>
Overall Score:	5.4	5.5

Formal Course Demographics

CbTNS AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
6	3	4	2	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
21%	31%	48%

CbTNS AY 09 Course Totals

<i>Class Iterations</i>	
On-Station	3
Off-Station	1 (Wash DC)
Total Academic Hours	128
Total Students	83
Student Contact Hours	2656

Formal Course Demographics



Introduction to Special Operations Forces Course (ISO F)

Course Code: JSOU-ISO F

Length: 2.5 Days

Overview information of special operations; special operations forces; employment of special operations forces; special operations forces team, members and relationships; US Special Operations Command history, mission, responsibilities, headquarters, components, sub-unified commands; theater special operations commands; and a contemporary special operations issue.

Objective: The objective of this course is for students to gain familiarization with special operations forces; employment of special operations forces; special operations forces teams, members and relationships; US Special Operations Command history, mission, responsibilities, headquarters, components, sub-unified commands; theater special operations commands; and a contemporary special operations issues.

Target Audience: Individuals with minimal special operations experience and knowledge identified to serve in Special Operations Command staff positions, components, and sub-unified commands, individuals with an enabling or partner relationship to Special Operations Command, or other individuals requiring a fundamental understanding of special operations.

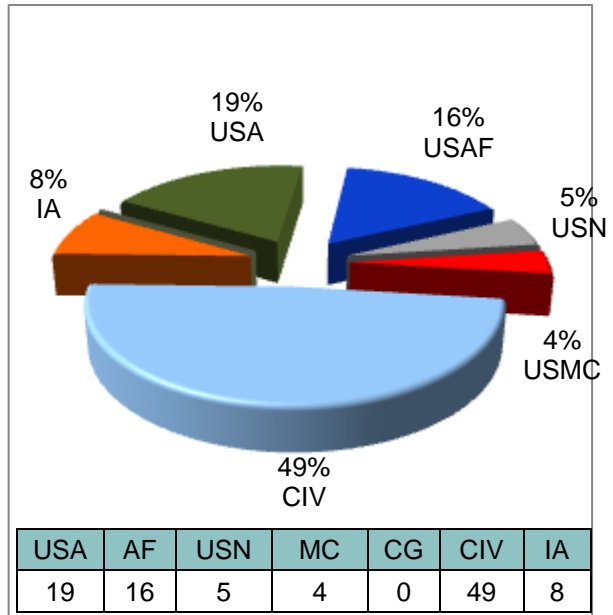
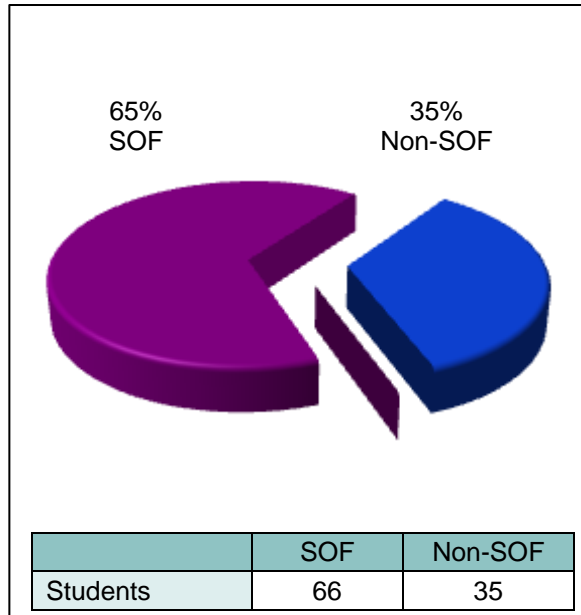
ISO F Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.5	5.6
2. The objectives of this course were successfully achieved	5.6	5.5
3. The content of this course was what I expected or better	5.7	5.3
4. The information provided in this course will be useful to me in my job	5.5	5.4
5. I would recommend this course to others	<u>5.8</u>	<u>5.6</u>
Overall Score:	5.6	5.5

Formal Course Demographics

ISOF AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
1	2	0	0	0	0

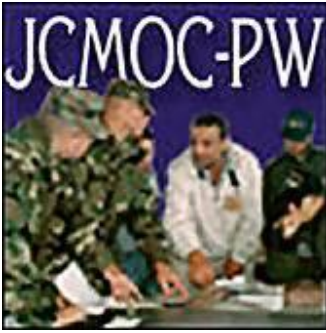
Student Level of Responsibility

Tactical	Operational	Strategic
10%	16%	74%

ISOF AY 09 Course Totals

<i>Class Iterations</i>	
On-Station	3 (MacDill AFB)
Off-Station	0
Total Academic Hours	72
Total Students	101
Student Contact Hours	2424

Formal Course Demographics



Joint Civil Military Operations Campaign Planning Workshop (JCMOCPW)

Course Code: JSOU-JCMOCPW

Length: 5 Days

This course will educate students on how to apply joint civil-military operations (CMO) doctrine to successfully conduct operational-level CMO campaign planning to support a joint force commander's mission, emphasizing the Joint Operational Planning Process (JOPP) and incorporating the interaction between military staff members and representatives of other US government agencies, international organizations, and non-governmental organizations. The Joint CMO Campaign Planning Workshop uses faculty speakers, guest experts, and an end-of-course exercise. Personnel will work in an academic environment analyzing the civil dimension, developing and coordinating staff estimates and courses of action, and presenting a Course of Action (COA) decision brief with recommended CA force structure; they will participate in an after-action review.

Objective: To prepare Civil Affairs planners to more effectively participate in the campaign planning process.

Target Audience: Civil affairs majors and lieutenant colonels; preference will be given to potential CMO planners in those positions most likely to deploy. Personnel with deployment experience and/or planning experience at JTF/corps/division level are also desired. Personnel outside the target audience will be accepted on a space-available basis.

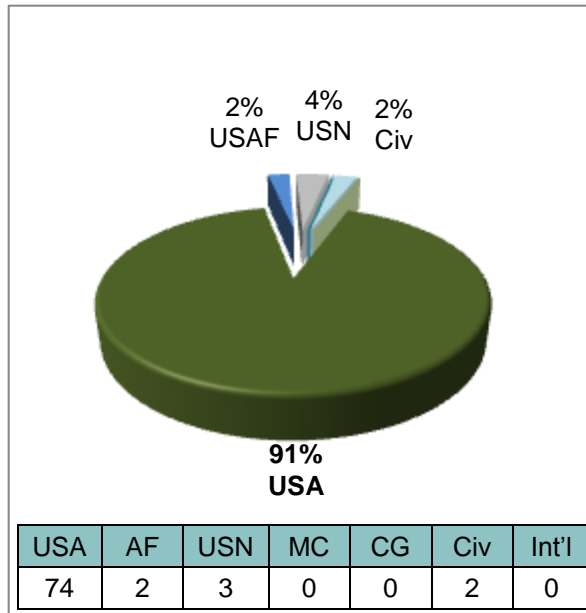
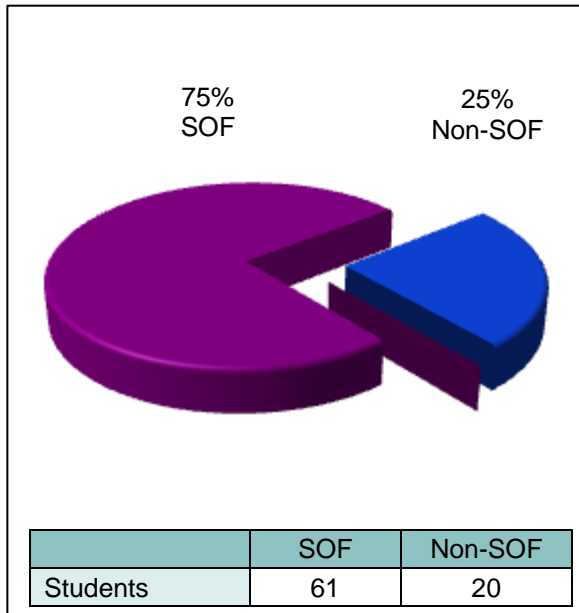
JCMOC PW Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.7	5.6
2. The objectives of this course were successfully achieved	5.9	5.5
3. The content of this course was what I expected or better	5.5	5.3
4. The information provided in this course will be useful to me in my job	5.5	5.4
5. I would recommend this course to others	<u>5.6</u>	<u>5.6</u>
Overall Score:	5.6	5.5

Formal Course Demographics

JCMOCPW AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
66	0	1	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
55%	33%	12%

Class	JCMOCPW AY 09 Course Totals
On-Station	0
Off-Station	3 (Ft Bragg, Hawaii, New York)
Total Academic Hours	120
Total Students	81
Student Contact Hours	3240

Formal Course Demographics



Joint Special Operations Forces Pre-Command Course (JSOFPCC)

Course Code: JSOU-JSOFPCC
Length: 4.5 Days

JSOFPCC was designed to foster interoperability and develop cohesion among SOF Service commanders and senior enlisted leaders. All new commanders and command-level senior enlisted leaders must attend as directed by the Commander USSOCOM. The purpose is to update attendees on critical command issues and provide senior SOF leader insights and perspectives of SOF imperatives, trends, policies, and issues.

Objective: The Pre-Command Course provides education that informs commanders and senior enlisted leaders on a variety of current USSOCOM issues and is an excellent venue for networking and discussion of relevant topics among the SOF commanders and senior enlisted leaders across the components. The following topics are addressed:

- Inform and discuss ASD SOLIC & IC issues and initiatives
- Inform and discuss USSOCOM GWOT strategy
- Inform and discuss components' issues and initiatives
- USSOCOM Readiness Reporting
- Strategic Communication
- Commander's Safety Philosophy
- Irregular Warfare
- Lessons Learned
- Care Coalition
- USSOCOM unique medical, legal and public affairs updates
- Enable commanders and senior enlisted leaders to share and learn from each others' command experiences

Target Audience: New SOF commanders (O-5/6) and their senior enlisted leaders (E-9) in core SOF primary/duty occupation codes. Attendance prior to taking command or assuming the senior enlisted leader position is directed by the Commander USSOCOM. Students are identified to attend by their component personnel office.

JSOFPCC Overall End-of-Course Student Feedback Results

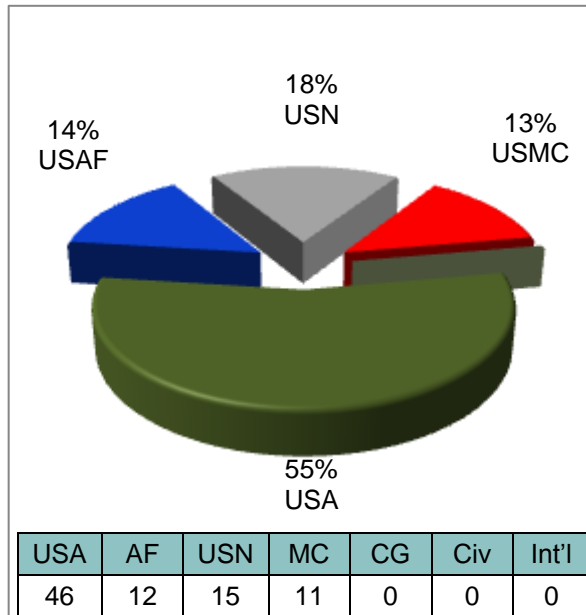
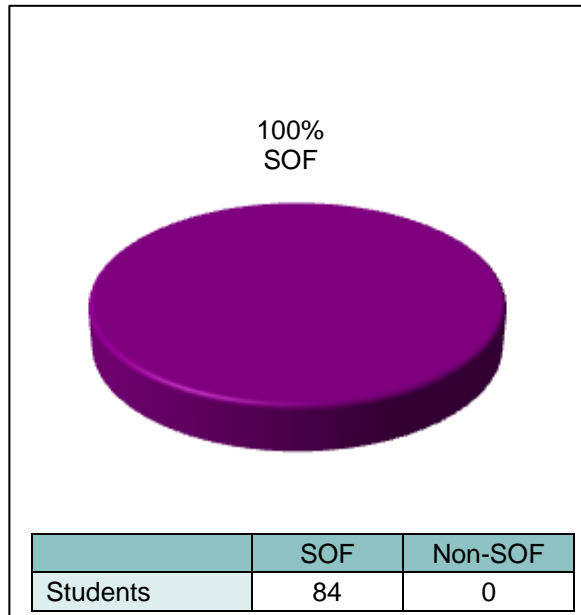
(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.3	5.6
2. The objectives of this course were successfully achieved	5.1	5.5
3. The content of this course was what I expected or better	4.6	5.3
4. The information provided in this course will be useful to me in my job	5.1	5.4
5. I would recommend this course to others	<u>5.0</u>	<u>5.6</u>

Formal Course Demographics

Overall Score: 5.0 5.5

JSOFPCC AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
0	0	0	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
16%	21%	63%

JSOFPCC AY 09 Course Totals

<i>Class Iterations</i>	
On-Station	2 (MacDill AFB)
Off-Station	0
Total Academic Hours	72
Total Students	84
Student Contact Hours	3024

Formal Course Demographics



Joint Special Operations Irregular Warfare Advanced Course (JSOIWAC)

Course Code: JSOIWAC

Length: 12 Days

This course is designed to improve students' capability for critical thinking and planning for future irregular security challenges. The course is oriented towards understanding the population, modern enemy, and friendly whole of government capabilities in Insurgency / Counterinsurgency, Security Force Assistance, Terrorism / Counterterrorism, Unconventional Warfare, Stability and Support Operations, and Information Operations. The course also focuses on operationalizing IW theories applied to historical and current operations as well as cutting edge thought on relevant IW subjects. Learning occurs through a variety of methods both in and out of class: 30-50 pages of reading per night, journaling, lecture, seminar discussions, case studies, SME panels, and individual counseling sessions. Students should walk away with a significantly improved capability for critical thinking and planning about future irregular security challenges.

Objectives:

- Understand the nature, characteristics, and environment of the current and future IW threat
- Comprehend the activities that comprise the IW Joint Operating Concept's definition of IW; what they are, how they relate, and how we plan for and execute them at the operational and strategic levels

Target Audience: This course is designed for Special Operations military officers (O-2 to O-4), warrant officers (W-1 to W-4) and non-commissioned officers (E-7 to E-9) who are preparing for, en route or serving in a Joint Special Operations assignment. Other military, civilians and international students may be accepted on a case-by-case basis.

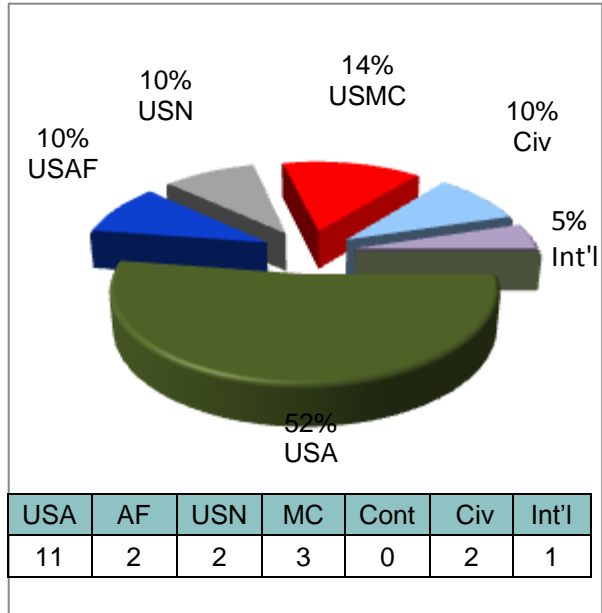
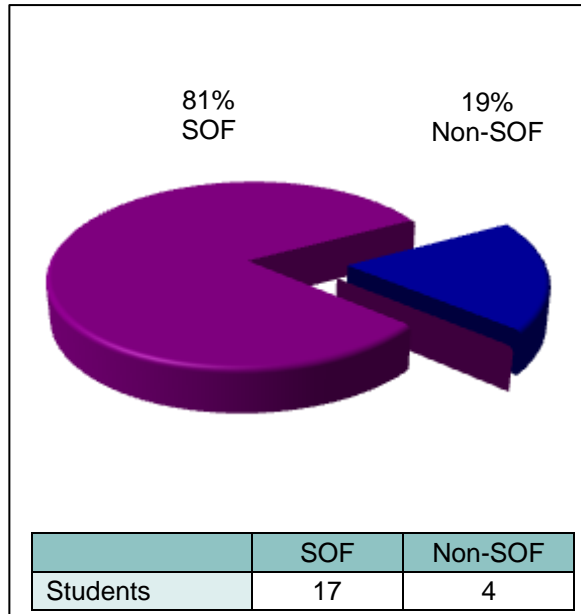
JSOIWA Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.3	5.6
2. The objectives of this course were successfully achieved	5.4	5.5
3. The content of this course was what I expected or better	5.2	5.3
4. The information provided in this course will be useful to me in my job	5.3	5.4
5. I would recommend this course to others	<u>5.7</u>	<u>5.6</u>
Overall Score:	5.4	5.5

Formal Course Demographics

JSOIWA AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
0	0	0	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
50%	50%	0%

JSOIWA AY 09 Course Totals

<i>Class Iterations</i>	
On-Station	1 (MacDill AFB)
Off-Station	0
Total Academic Hours	80
Total Students	21
Student Contact Hours	1680

Formal Course Demographics



Joint Special Operations Legal Advisor Course (JSOLAC)

Course Code: JSOU-JSOLAC

Length: 4.5 Days

This is an introductory course to SOF legal operations for personnel being assigned as a SOF legal adviser or paralegal. This course will train and educate military and civilian attorneys and paralegals on the legal aspects of SOF. This course will cover the various SOF missions and units, legal authorities (including 10 USC §167) for SOF missions, SOF unique legal / ethical issues (such as wearing nonstandard uniforms and gifts from foreign officials), funding (including MFP-11, security assistance, and CMPF), contracting/procurement issues, human rights vetting and training, advanced special operations issues, other governmental agency interaction, operational and training concept (CONOPs) reviews, JCETs and training exercises, GWOT plans overview and operations with Coalition SOF.

Objective: Orient newly assigned legal personnel (and their support staff) to Special Operations to the unique SOF legal issues in order to prepare them to operate more efficiently within the SOF environment.

Target Audience: This course is designed for O-6 and below officers, enlisted personnel, and US Government civilian employees recently assigned within the SOF community to JAG or JAG support billets.

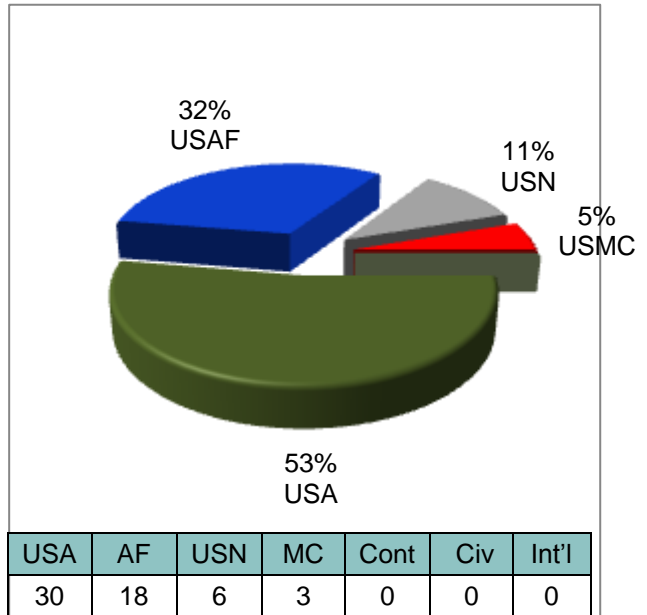
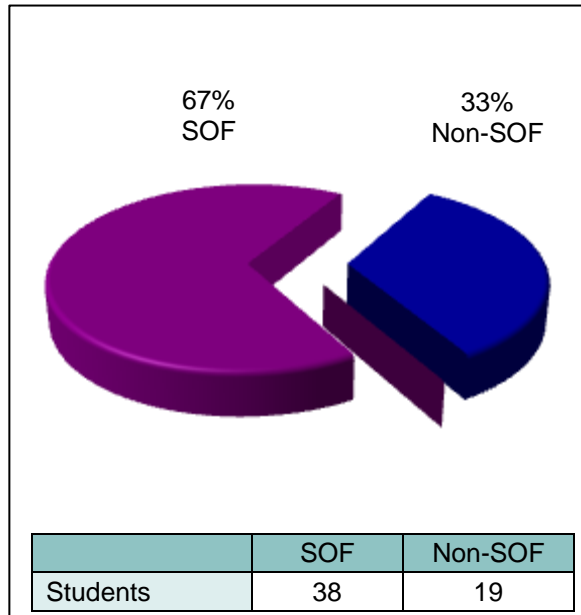
JSOLAC Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.5	5.6
2. The objectives of this course were successfully achieved	5.3	5.5
3. The content of this course was what I expected or better	5.1	5.3
4. The information provided in this course will be useful to me in my job	5.1	5.4
5. I would recommend this course to others	<u>5.5</u>	<u>5.6</u>
Overall Score:	5.3	5.5

Formal Course Demographics

JSOLAC AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
0	0	0	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
8%	66%	26%

JSOIWA AY 09 Course Totals

Class Iterations	
On-Station	1 (Hurlburt Field)
Off-Station	0
Total Academic Hours	40
Total Students	57
Student Contact Hours	2280

Formal Course Demographics

Formal Course Demographics

Joint Special Operations Medical Officers' Orientation Course (JSOMOOC)



Course Code: JSOU-JSOMOOC

Length: 4.5 Days

The course focuses on SOF medical forces, doctrine, policies, medical operations, public health, and tactical medicine. Prior to the advent of the JSOMOOC, SOF medical officer candidates were difficult to identify and once assigned to SOF units their training was sporadic with no identified standard. Unlike operators or line personnel, medical officers generally have no preparation and little knowledge of SOF prior to their assignment. Time, financial, and mission constraints limited the officer's ability to acquire necessary training to operate effectively within the SOF community. JSOMOOC provides that standard of training and significantly reduces TDY expenses, time away from the unit, and provides an excellent background on which to build SOF experience. JSOMOOC is a nominative course.

Objective: Acquaint newly assigned SOF medical professionals with USSOCOM and its mission; provide an overview of SOF components, including their missions and capabilities; and provide an orientation to current and emerging systems, medical technology, doctrine, and special programs.

Target Audience: This course is designed for medical officers, senior enlisted personnel, and US government civilian employees in comparable grades, serving within the SOF community or supporting SOF operations.

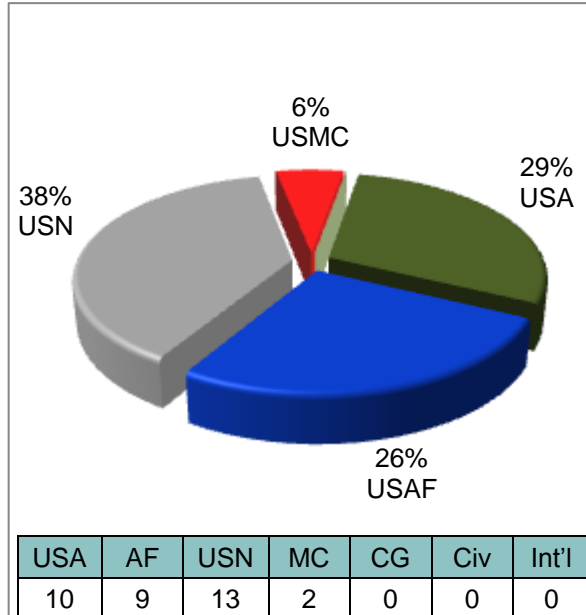
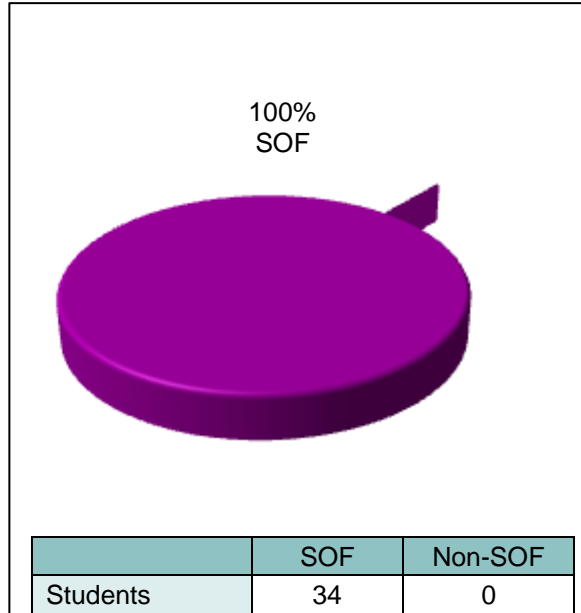
JSOMOOC Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.9	5.6
2. The objectives of this course were successfully achieved	5.7	5.5
3. The content of this course was what I expected or better	5.6	5.3
4. The information provided in this course will be useful to me in my job	5.7	5.4
5. I would recommend this course to others	<u>5.7</u>	<u>5.6</u>
Overall Score:	5.7	5.5

Formal Course Demographics

JSOMOOC AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
3	0	0	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
9%	71%	20%

JSOMOOC AY 09 Course Totals

<i>Class Iterations</i>	
On-Station	1 (MacDill)
Off-Station	0
Total Academic Hours	36
Total Students	34
Student Contact Hours	1224

Formal Course Demographics



Joint Special Operations Staff Officer Course (JSOSOC)

Course Code: JSOU-JSOSOC

Length: 5 Days

JSOSOC prepares newly assigned special operations “staff officers” to work effectively in the joint staff environment where USSOCOM and its major associates must successfully function. This course concentrates on the Title 10 aspects and issues of USSOCOM and provides an in-depth explanation of USSOCOM’s role in the support of SOF personnel and the world-wide SOF mission, its working relationships with USSOCOM Components, the Theater Special Operations Command (TSOCs) and various DoD and other Government agencies.

Objective: A Special Operations Staff/Action Officer who is knowledgeable of the key issues and major staff processes of USSOCOM, aware of current “hot-button” issues, and capable of successfully interacting and engaging at the action officer level of unified commands, the Joint Staff, the Office of the Secretary of Defense staff and select Federal Agencies.

Target Audience: Currently assigned to serve as a staff/action officer in the United States Special Operations Command (USSOCOM), a USSOCOM Component Command or a TSOC. Typically an officer in the grades O-3 to O-5, CW3 to MW5, senior enlisted NCO/CPO in grades E-7 thru E-9, civilian GS9 to GS15, or equivalent contractor. This course will have its biggest impact on personnel who have been in a joint staff position less than six months.

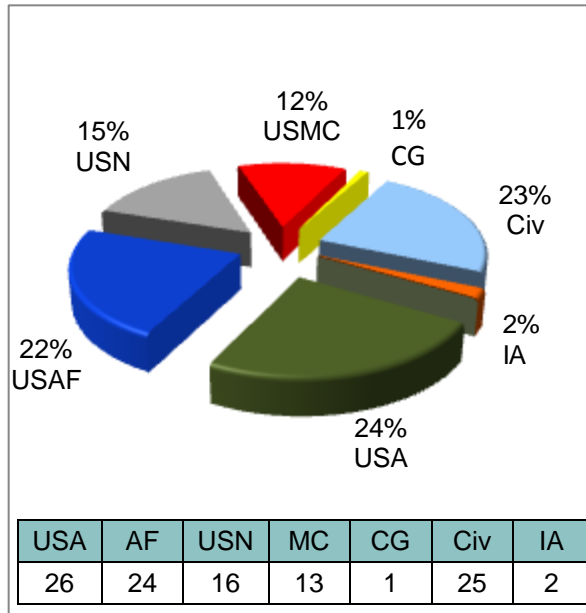
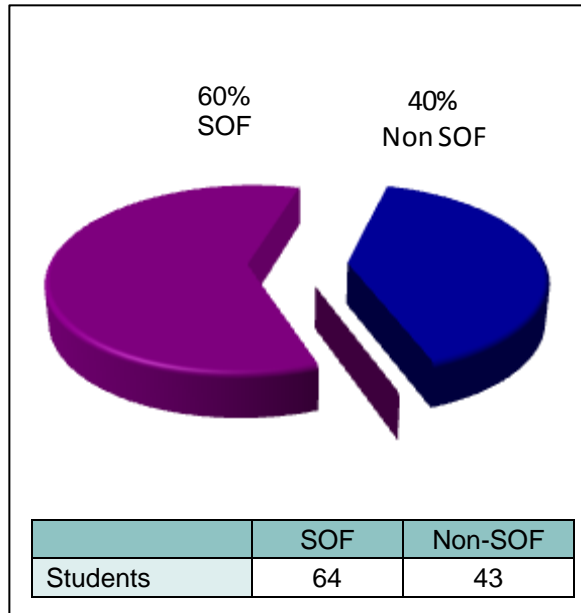
JSOSOC Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.4	5.6
2. The objectives of this course were successfully achieved	5.3	5.5
3. The content of this course was what I expected or better	5.0	5.3
4. The information provided in this course will be useful to me in my job	5.1	5.4
5. I would recommend this course to others	<u>5.3</u>	<u>5.6</u>
Overall Score:	5.2	5.5

Formal Course Demographics

JSOSOC AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
11	3	1	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
10%	18%	72%

JSOSOC AY 09 Course Totals

<i>Class Iterations</i>	
On-Station	4 (MacDill AFB, FL)
Off-Station	0
Total Academic Hours	140
Total Students	107
Student Contact Hours	3688

Formal Course Demographics



Joint Special Operations Warfighter Certificate (JSOWC) Program

Course Code: JSOU-JSOWC

Length: 30 Days (Three 10-day modules), plus prerequisites

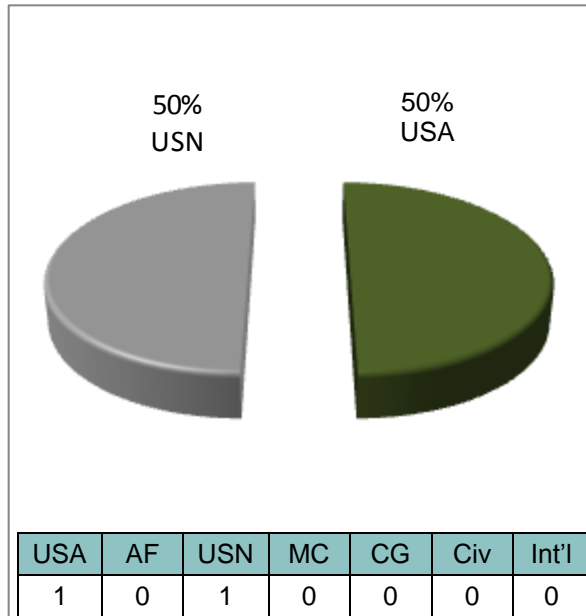
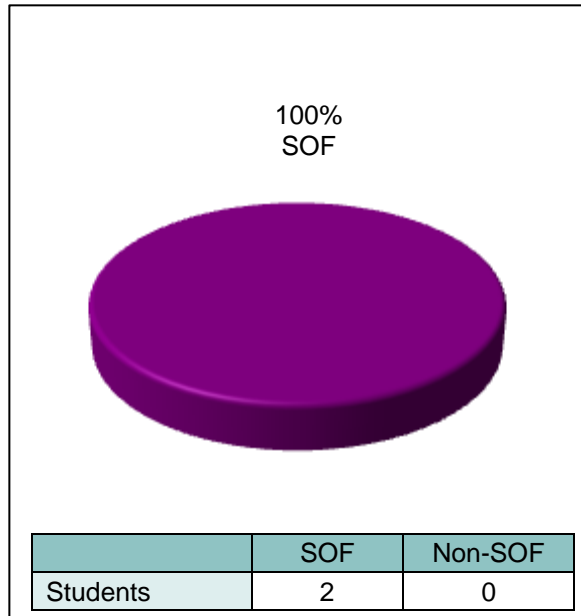
The JSOWC program is an intensive, SOF-focused educational program to prepare students for assignment to Joint Special Operations duty positions. Supporting the USSOCOM Capstone Concept for Special Operations, JSOWC is designed to meet Joint Special Operations education requirements that have not been traditionally provided at Service schools, career advancement schools, or MOS training. The curriculum is sub-divided into three distinct course modules: Module 1, Advanced Planning Applications Course; Module 2, Irregular Warfare Course; and Module 3, Joint Special Operations Collaborative Planning Course. While the modules are mutually supporting, each is independent and may be taken in any sequence based on the student's availability. Completing all three modules qualifies the student for the award of the Joint Special Operations Warfighter Certificate. Class size within this program is limited to no more than 30 students per course in order to utilize a seminar instructional format. Instruction will take place through extensive class discussions, readings, in class exercises, lectures, and examinations.

Objective: Graduates of the complete program will have the skills to apply Joint Special Operations Doctrine, conduct joint operation-level planning for SOF in support of a Joint Force Commander, conduct contingency and crisis action planning in conventional and irregular warfare environments to include interaction with other U.S. Government agencies.

Target Audience: Joint Special Operations Warfighter Certificate (JSOWC) is a nominative program that is designed for Special Operations military officers (O-2 to O-4), warrant officers (W-1 to W-4), and senior non-commissioned officers (E-7 to E-9) who are preparing for, en route to, or serving in a Joint Special Operations assignment (CSO, TSOC, JSOC, JTF, or JSOTF).

Formal Course Demographics

AY 2008 JSOWC Certificate Program Graduates



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
0	0	0	0	2	0

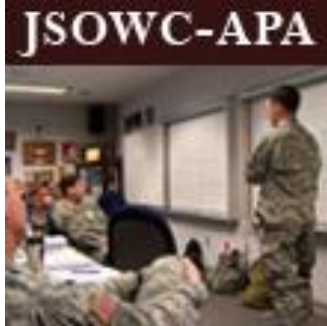
Student Level of Responsibility

Tactical	Operational	Strategic
50%	50%	7%

JSOWC AY 08 Certificate Totals

Program Modules	
Resident Classes	3
Web-based Prerequisite	1 JSOU On-line (ISOF)
Total Academic Days	30* *Resident Classes Only
Total Graduates	2
Student Contact Hours	480

Formal Course Demographics



Joint Special Operations Advanced Planning Applications Course (JSOWC-APA)

Course Code: JSOWC-APA

Length: 10 Days

This course is one of three modules in the Joint Special Operations Warfighter Certificate (JSOWC) program. It contains lessons on: National Policy; Strategy focused at the TSOC level; SOF Perspective for Joint Operations; Establishing SOF Command & GCC Relationships; Operational Law; Inter-Agency Planning & Coordination; History of Great Military Strategists; Military Deception; JOPES – Contingency Planning, CAP APEX; Centers of Gravity/Critical Factor Analysis; Lines of Operation; SOCOM Plans Overview; and Multi-National Operations.

Objective: Graduates of this course should be able to understand the linkages between National Military Strategy, Theater Strategy, USSOCOM Strategy, and the National Security Strategy, from the SOF perspective. Student will apply the Joint Operation Planning and Execution System (JOPES) as it relates to planning for employment of SOF.

Target Audience: This is a nominative course that is designed for Special Operations military officers (O-2 to O-4), warrant officers (W-1 to W-4), and senior non-commissioned officers (E-7 to E-9) who are preparing for, en route to, or serving in a Joint Special Operations assignment (CSO, TSOC, JSOC, JTF, or JSOTF). Other military, civilian and international students may be accepted on a case-by-case basis.

Note: This course, previously known as the Strategic Thinking for Special Operations Forces course, was revised and redesignated as the Advanced Planning Applications course during this academic year.

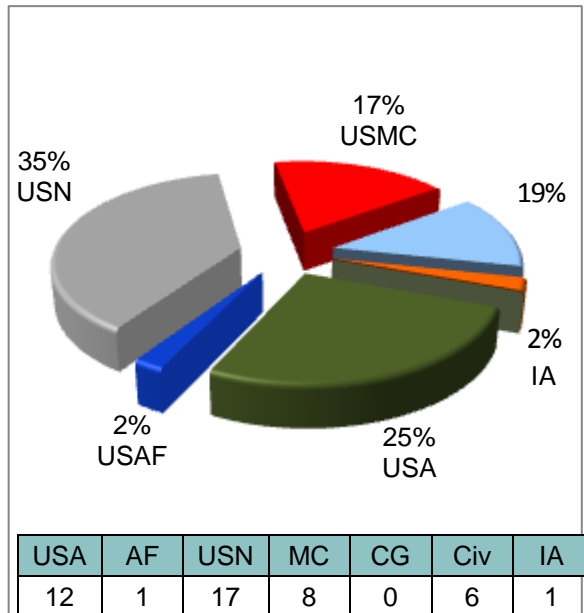
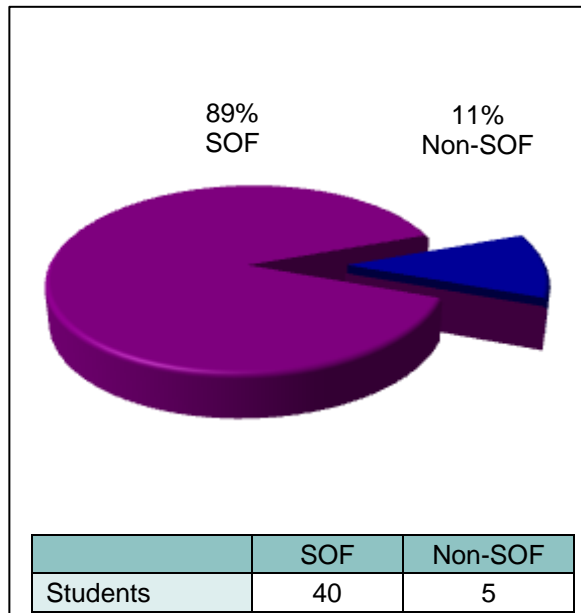
JSOWC-APA Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.6	5.6
2. The objectives of this course were successfully achieved	5.5	5.5
3. The content of this course was what I expected or better	5.6	5.3
4. The information provided in this course will be useful to me in my job	5.6	5.4
5. I would recommend this course to others	5.7	<u>5.6</u>
Overall Score:	5.6	5.5

Formal Course Demographics

JSOWC-APA AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
3	0	3	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
70%	15%	15%

JSOWC-APA AY 09 Course Totals

<i>Class Iterations</i>	
On-Station	1
Off-Station	2
Total Academic Hours	228
Total Students	45
Student Contact Hours	3420

Formal Course Demographics



Joint Special Operations Irregular Warfare Course (JSOWC-IW)

Course Code: JSOWC-IW

Length: 10 Days

As a module of the Joint Special Operations Warfighter Certificate (JSOWC) program, JSOWC-IW provides an introduction to the concepts and activities which comprise the DoD Joint Operations Concept (JOC) and the 14 activities for Irregular Warfare. The course provides a strategy-to-task approach from government policy and USSOCOM strategy, to implications and operations in the field. The course addresses the indirect approach to operations and activities comprising IW, encompassing military /civilian activities across the range of military operations, in peacetime, crisis and in conflict.

Objectives: The objectives of this course are to provide students an understanding of IW policies, strategies, and activities for planning at the strategic and operational levels of the interagency, Combatant Commands, TSOs, and Service-Specific Components; to build an understanding of the inter-related nature of IW activities; and to demonstrate how to leverage support during planning and operations with state and non-state actors in regional, multi-regional and global engagements.

Target Audience: This course is designed for Special Operations military officers (O-2 to O-4), warrant officers (W-1 to W-4) and non-commissioned officers (E-7 to E-9) who are preparing for, en route or serving in a Joint Special Operations assignment. Other military, civilians and international students may be accepted on a case-by-case basis.

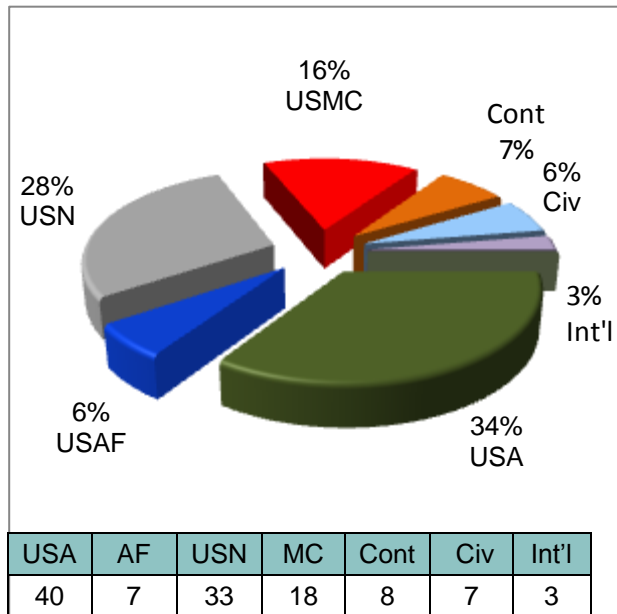
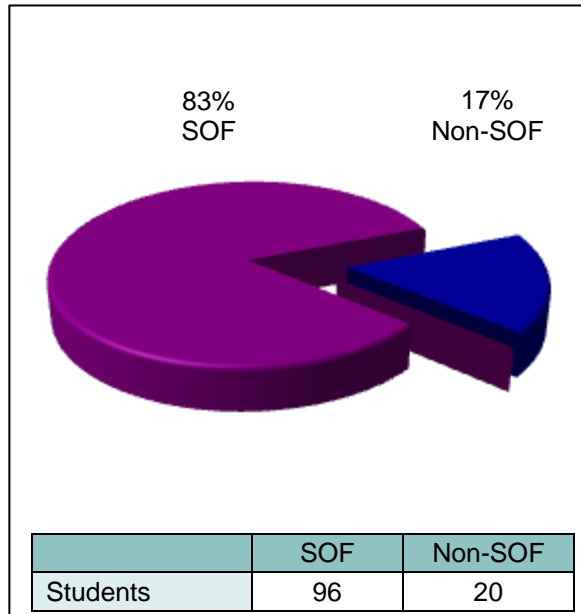
JSOWC-IW Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.3	5.6
2. The objectives of this course were successfully achieved	5.4	5.5
3. The content of this course was what I expected or better	5.1	5.3
4. The information provided in this course will be useful to me in my job	5.4	5.4
5. I would recommend this course to others	<u>5.5</u>	<u>5.6</u>
Overall Score:	5.3	5.5

Formal Course Demographics

JSOWC-IW AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
0	0	0	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
55%	24%	21%

JSOWC-IW AY 09 Course Totals

<i>Class Iterations</i>	
On-Station	2
Off-Station	2 (Coronado, Ft Bragg)
Total Academic Hours	320
Total Students	116
Student Contact Hours	9280

Formal Course Demographics



Joint Special Operations Collaborative Planning Course (JSOWC-CP)

Course Code: JSOWC-CP

Length: 10 Days

The Joint Special Operations Collaborative Planning Course is a module in the Joint Special Operations Warfighter Certificate (JSOWC) program. Week one of the course focuses on individual use of tools and planning doctrine. During the second week, students will form into joint planning groups in order to analyze a typical Joint SOF scenario. They will develop and brief potential solutions while utilizing the tools presented in week one. Key lessons include: Doctrinal Basis for SOF Planning; Effects, Fires and Targeting; Operational Level Planning; Planning Support Agencies and Activities; and Digital Planning (Falconvview, Combat Flight Planning Software - CFPS, Adaptive Planning Software - APS, Command Post of the Future - CPOF) and Collaborative Tools (Defense Collaboration Tool Suite, Defense Connect Online, Net-Centric Enterprise Services, mlRC, IWS, Netmeeting, various WICs and Portals).

Objective: Upon completion of this course, students will be able to apply USSOCOM supported SOF Digital Environment (SDE) hardware (TACLAN), software (SOMPE), and related DoD and commercial applications along with doctrinal processes to conduct operational level mission planning.

Target Audience: This is a nominative course that is designed for Special Operations military officers (O-2 to O-4), warrant officers (W-1 to W-4), and senior non-commissioned officers (E-7 to E-9) who are preparing for, en route to, or serving in a Joint Special Operations assignment (CSO, TSOC, JSOC, JTF, or JSOTF).

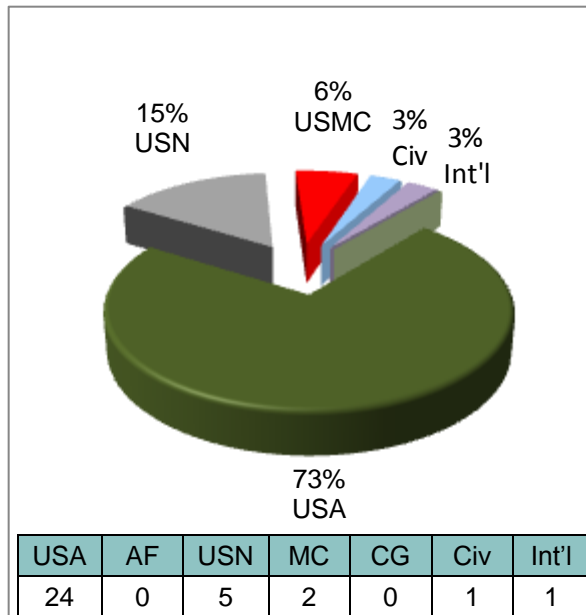
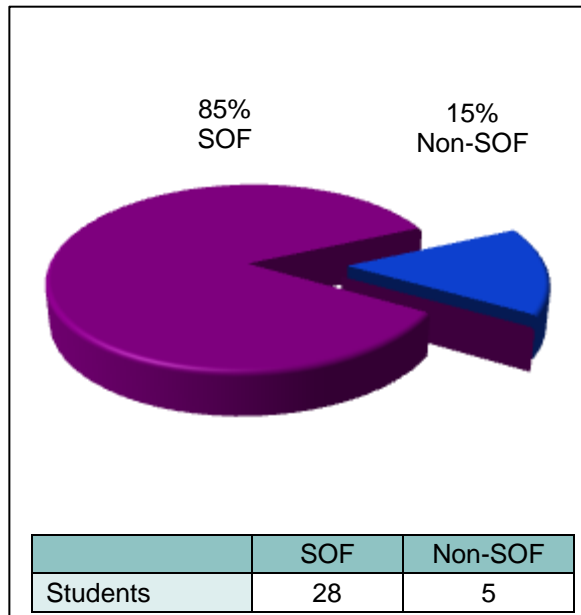
JSOWC-CP Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.2	5.6
2. The objectives of this course were successfully achieved	5.4	5.5
3. The content of this course was what I expected or better	5.1	5.3
4. The information provided in this course will be useful to me in my job	5.2	5.4
5. I would recommend this course to others	<u>5.3</u>	<u>5.6</u>
Overall Score:	5.3	5.5

Formal Course Demographics

JSOWC-CP AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
19	0	3	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
12%	79%	9%

JSOWC-CP AY 09 Course Totals

<i>Class Iterations</i>	
On-Station	2
Off-Station	0
Total Academic Hours	122
Total Students	33
Student Contact Hours	2008

Formal Course Demographics



Methods of Instruction Courses (MOIC)

Course Codes: JSOU-MOIC Length: 9.5 Days

This course prepares JSOU faculty members and other selected SOF instructors to develop and teach curriculum while creating active learning environments focused on higher levels of learning through the use of various teaching methodologies. A brief overview of learning theory, the Instructional Systems Development process, and development of level-of-learning lesson plans is provided to allow immediate application of the instructional strategies that are discussed and practiced within the course. The latter part of the course introduces learning evaluation and addresses basic principals in test item validity and construction. Students teach three graded lessons using three different methodologies. They are exposed to three additional methods, taught by fellow students. The methods taught in the course include lecture, guided discussion, case study, experiential learning, teaching interviews/panel discussions and demonstration performance.

Objectives:

Upon completion of this course, students will apply the ISD process to:

- develop lessons at the comprehension level or higher
- incorporate interactive teaching methodologies
- deliver lessons using teaching techniques to enhance learning
- develop effective evaluation items to measure learning

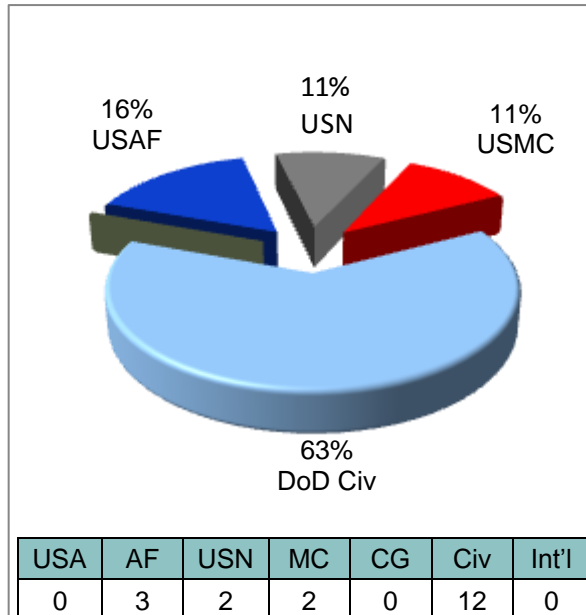
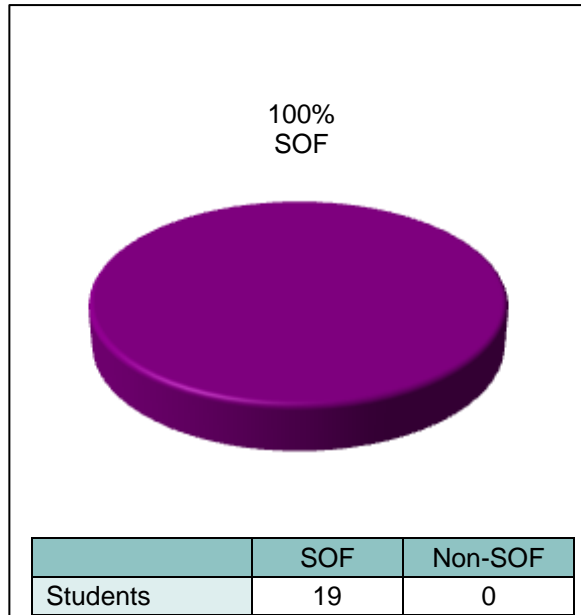
Target Audience: Newly assigned/hired JSOU faculty members are the top priority. Special Operations Forces (SOF) personnel teaching in any service or joint education environment are the 2nd priority. MOIC is a joint SOF academic instructor course.

MOIC Overall End-of-Course Student Feedback Results (Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.6	5.6
2. The objectives of this course were successfully achieved	5.9	5.5
3. The content of this course was what I expected or better	5.6	5.3
4. The information provided in this course will be useful to me in my job	5.9	5.4
5. I would recommend this course to others	<u>6.0</u>	<u>5.6</u>
Overall Score:	5.8	5.5

Formal Course Demographics

MOIC AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
0	0	0	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
0%	89%	11%

MOIC AY09 Course Totals

<i>Class Iterations</i>	
On-Station	4
Off-Station	0
Total Academic Hours	200
Total Students	19
Student Contact Hours	1080

Formal Course Demographics



SOCOM Combatant Command Course (SC3)

Course Code: JSOU-SC3

Length: 5 Days

SC3 provides critical information about the CSO organization, its capabilities, specific processes and potential weapons used to prosecute the GWOT. The course adds to the student's joint SOF education and provides greater fidelity about USSOCOM's Global War on Terrorism (GWOT) synchronization role.

Objectives: To outline the GWOT family of plans, the fusion of operations and intelligence, the use of internal and external planning and collaboration processes and tools, and the collaboration and coordination with GWOT partners, to include the interagency and international environments. Adding to the Service provided education, professional military education, the USSOCOM Newcomer's Class and the USSOCOM Joint Special Operations Staff Officer Orientation Course, the SC3 further indoctrinates students to:

- understand the CSO organization and how its divisions support the CSO mission
- know the GWOT family of plans and orders
- understand the Time-Sensitive Planning (TSP) process
- comprehend how external organizations support USSOCOM's GWOT efforts

Target Audience: This course is designed for USSOCOM personnel and those who provide direct support to its synchronization mission.

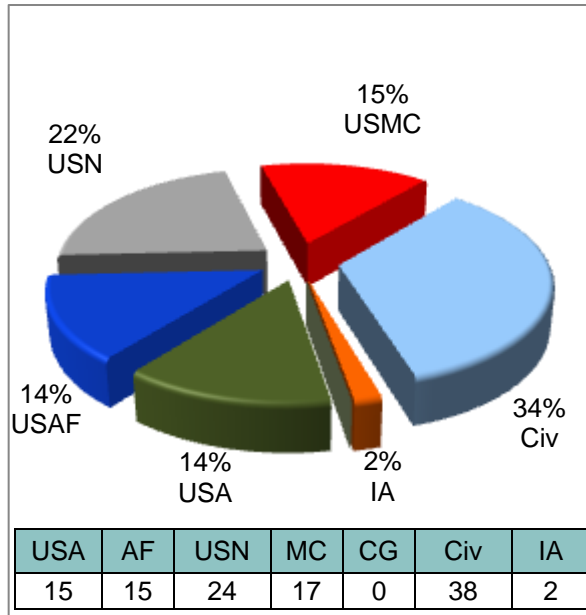
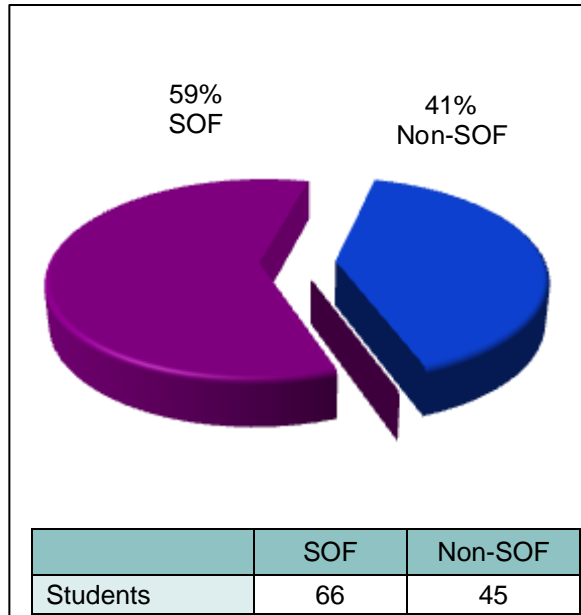
SC3 Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.7	5.6
2. The objectives of this course were successfully achieved	5.6	5.5
3. The content of this course was what I expected or better	5.4	5.3
4. The information provided in this course will be useful to me in my job	5.4	5.4
5. I would recommend this course to others	<u>5.6</u>	<u>5.6</u>
Overall Score:	5.5	5.5

Formal Course Demographics

SC3 AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
8	3	14	3	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
21%	21%	58%

SC3 AY 09 Course Totals

<i>Class Iterations</i>	
On-Station	4 (MacDill AFB, FL)
Off-Station	0
Total Academic Hours	160
Total Students	111
Student Contact Hours	4440

Formal Course Demographics



Special Operations Combating Terrorism Course (SOCbT)

Course Code: JSOU-SOCbT

Length: 10 Days

As part of the Regional Defense Counterterrorism Fellowship Program, this course focuses on developing international partnership networks that will strengthen and enhance US efforts in combating terrorism. Based on a mix of traditional and new principles of special operations, the course is designed to build individual, country, and regional combating terrorism capabilities through education. The SOCbT course is designed to foster an appreciation of the US strategic goals for combating terrorism worldwide, to understand the breadth of and potential for international contributions to transnational strategic concepts and to best apply host nation and regional capabilities over time in concert with international warfighting partners.

Objective: Through strategic and operational-level education, the SOCbT course provides the US Special Operations Command (USSOCOM) and their respective theater and combatant commanders the educational means to cultivate joint SOF and interagency subject matter experts while strategically building and leveraging a global network of international SOF personnel in accordance with the Global War on Terrorism strategic goals.

Target Audience: This course is designed for U.S. and international mid- to senior-level military officers, ministry of defense officials, and other security officials and SOF counterparts with actual or projected responsibilities for combating terrorism.

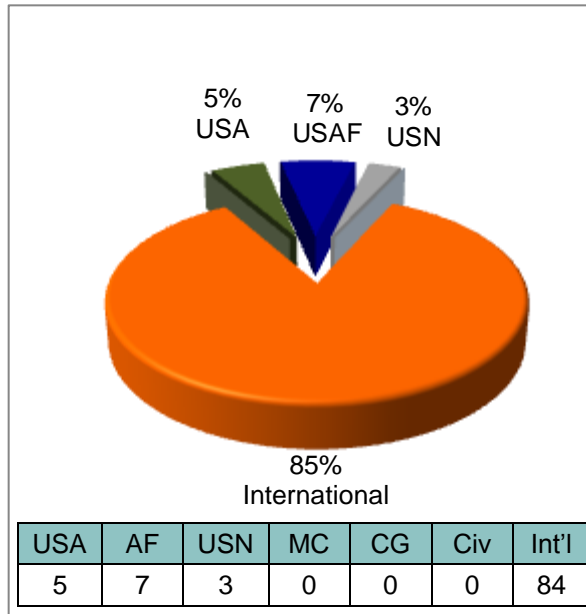
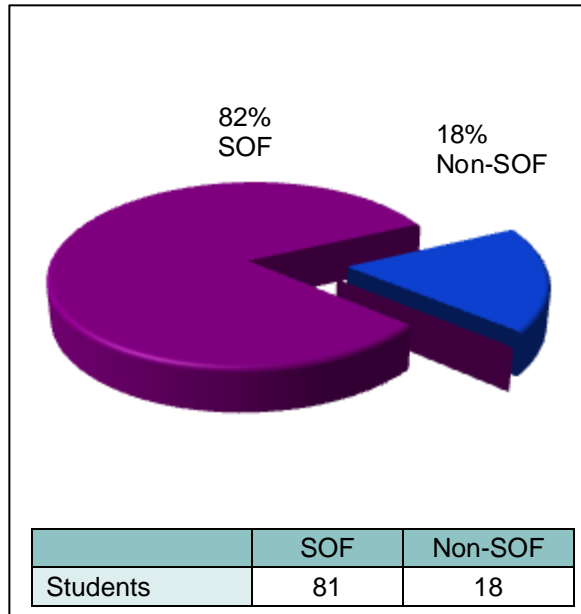
SOCbT Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.6	5.6
2. The objectives of this course were successfully achieved	5.4	5.5
3. The content of this course was what I expected or better	5.2	5.3
4. The information provided in this course will be useful to me in my job	5.3	5.4
5. I would recommend this course to others	<u>5.9</u>	<u>5.6</u>
Overall Score:	5.5	5.5

Formal Course Demographics

SOCbT AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
0	0	0	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
100%	0%	0%

SOCbT AY 09 Course Totals

<i>Class Iterations</i>	
On-Station	3
Off-Station	1 (UAE CENTCOM)
Total Academic Hours	320
Total Students	99
Student Contact Hours	7920

Formal Course Demographics



Special Operations Forces Interagency Collaboration Course (SOFIACC)

Course Code: JSOU-SOFIACC

Length: 4.5 Days

This course prepares personnel to collaborate successfully as part of the complex array of actors and operational environments involved in interagency (IA) efforts in support of national security in the exterior.

The course features guest speakers from different organizations integral to successful SOF-IA collaboration. Lecture presentations and discussions are used to provide an overview of the doctrine, planning, coordination, integration, employment and implementation of effective SOF-IA collaboration in activities at the operational level of conflict or crisis resolution. The course ends with an interactive problem-solving exercise in which the students role-play members of an interagency working group developing a concept for employing a joint interagency task force in a combating terrorism complex contingency.

Objective: To help prepare mid-career military and government service personnel from relevant agencies to collaborate successfully in the complex IA environment related to the war on Terror.

Target Audience: This course is designed for military field grade officers, warrant officers, senior non-commissioned officers and mid-career civil service personnel from relevant government agencies who will participate in or support Special Operations as they are executed across the spectrum of conflict.

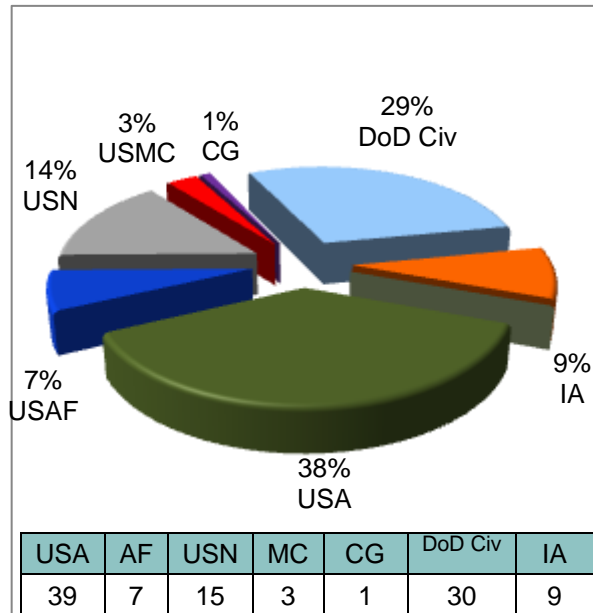
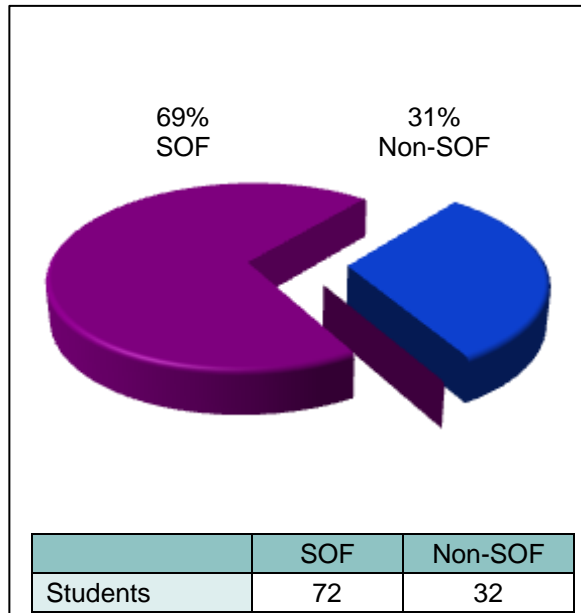
SOFIACC Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.6	5.6
2. The objectives of this course were successfully achieved	5.4	5.5
3. The content of this course was what I expected or better	5.0	5.3
4. The information provided in this course will be useful to me in my job	5.2	5.4
5. I would recommend this course to others	<u>5.4</u>	<u>5.6</u>
Overall Score:	5.3	5.5

Formal Course Demographics

SOFIACC AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
2	1	6	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
38%	14%	48%

SOFIACC AY 09 Course Totals

<i>Class Iterations</i>		
On-Station	2	MacDill AFB, FL x 2
Off-Station	2	Arlington, VA x 2
Total Academic Hours	146	
Total Students	104	
Student Contact Hours	3816	

Formal Course Demographics



Special Operations Forces Senior Enlisted Course (SOFSEC)

Source Code: JSOU-SOFSEC

Length: 10 Days

SOFSEC is designed to foster interoperability and cohesion among SOF senior enlisted leaders working in a joint environment. It exposes the students to a broad view of the components, functions, and operations of the United States Special Operations Command. The course covers many topics including, for example, Joint Special Operations Command and Control, Joint Doctrine, Theater Special Operations Commands, SOF Force Protection, SOF Component Capabilities, SOF Perspective on the News Media, SOF Medical Operations, USSOCOM Budget Process, SOF Planning/Logistics, and Personnel Recovery.

Objective: To provide SOF senior enlisted personnel with the knowledge necessary to enhance their effectiveness in the Joint SOF environment and to strengthen their inter-operational skills.

Target Audience: Any senior enlisted (E-7 to E-9) personnel who have a limited background in SOF or Joint SOF and who is currently assigned to or en route to a joint special operation assignment. Also, any senior enlisted leaders who will be directly working for or in direct contact with Joint SOF.

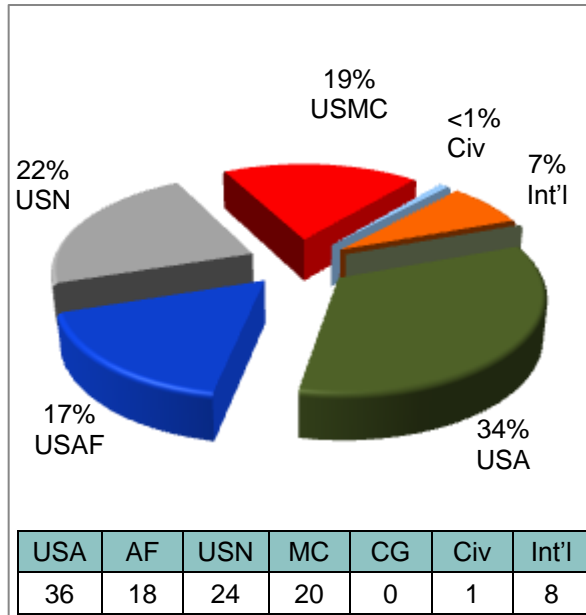
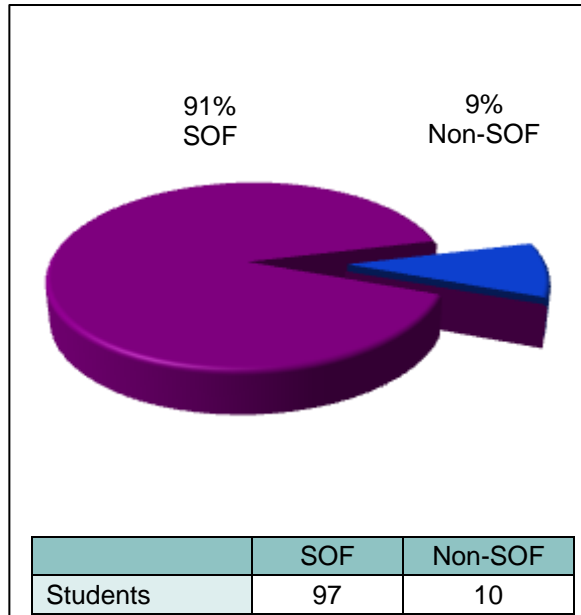
SOFSEC Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	5.7	5.6
2. The objectives of this course were successfully achieved	5.7	5.5
3. The content of this course was what I expected or better	5.6	5.3
4. The information provided in this course will be useful to me in my job	5.6	5.4
5. I would recommend this course to others	<u>5.8</u>	<u>5.6</u>
Overall Score:	5.7	5.5

Formal Course Demographics

SOFSEC AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
0	0	0	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
7%	38%	55%

SOFSEC AY 09 Course Totals

<i>Class Iterations</i>	
On-Station	0
Off-Station	2 (Norfolk, Coronado)
Total Academic Hours	160
Total Students	107
Student Contact Hours	8560

Formal Course Demographics



Special Operations Support Team Orientation Course (SOSTOC)

Course Code: JSOU-SOSTOC

Length: 2 Days

This course is comprised of a program of instruction designed to prepare selected military officers to perform duties and collaborate successfully as a Special Operations Support Team member (SOST). Pursuant to the Interagency Partnership Program, senior grade military officers are assigned to a SOST at numerous governmental agencies and organizations. The SOST contribute to a synergistic network of USSOCOM personnel working with each other and their assigned agencies to accomplish mutually assigned tasks in the President's National Implementation Plan. This course positions SOST members for success by introducing them to the cultural differences, coordination processes, and organizational dynamics of the interagency team partners.

Objective: Students should gain an understanding of SOST requirements to include the role and tasks of a SOST member, working effectively within the interagency community, leveraging requirements within the intelligence community, and how to report and process information requests.

Target Audience: This course is intended for USSOCOM officers designated to serve as Special Operations Support Team (SOST) members with other federal agencies or organizations principally in the National Capital Region.

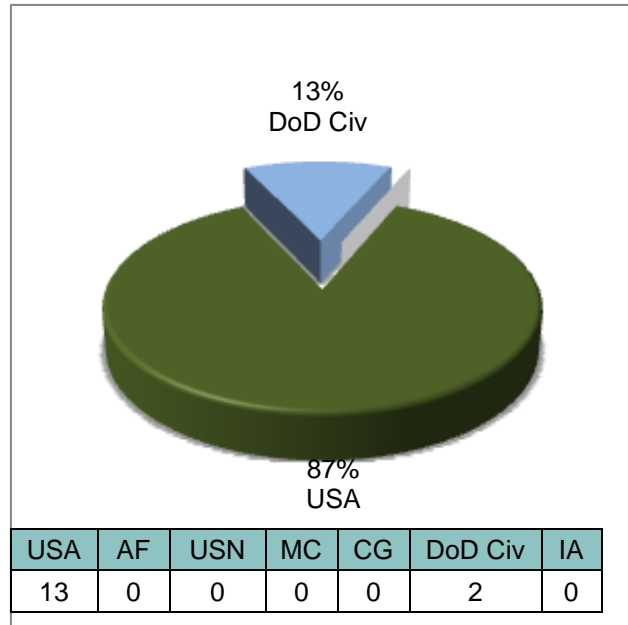
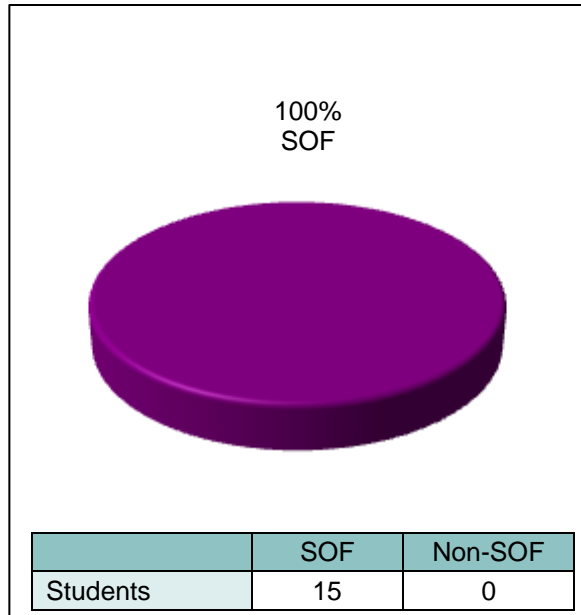
SOSTOC Overall End-of-Course Student Feedback Results

(Mean result, on a 1.0-6.0 scale)

	<u>Crs</u>	<u>Univ</u>
1. The course was well organized	6.0	5.6
2. The objectives of this course were successfully achieved	5.5	5.5
3. The content of this course was what I expected or better	5.5	5.3
4. The information provided in this course will be useful to me in my job	5.5	5.4
5. I would recommend this course to others	<u>6.0</u>	<u>5.6</u>
Overall Score:	5.7	5.5

Formal Course Demographics

SOSTOC AY 09 Student Demographics



Reserve Students by Component

USAR	USAFR	USNR	USMCR	ARMY NG	AIR NG
1	0	0	0	0	0

Student Level of Responsibility

Tactical	Operational	Strategic
0%	0%	100%

SOSTOC AY 08 Course Totals

<i>Class Iterations</i>	
On-Station	0
Off-Station	2 (Wash DC x 2)
Total Academic Hours	32
Total Students	15
Student Contact Hours	240

USSOCOM Directive 10-1

TERMS OF REFERENCE FOR JOINT SPECIAL OPERATIONS UNIVERSITY (JSOU)

(extracted from USSOCOM Directive 10-1, dated 25 August 2008)

F-1. General. These Terms of Reference (TOR) identify the command relationships, mission, functions, and responsibilities of JSOU.

F-2. Command Relationships.

a. President, JSOU is designated as the joint SOF educational component of USSOCOM. This educational component is under the combatant command (COCOM) of the Commander, United States Special Operations Command (CDRUSSOCOM).

b. As the President of the joint SOF educational component of USSOCOM, the President, JSOU is responsible for the administration, training, maintenance, organization, support, and readiness of assigned forces, including those forces temporarily assigned to the OPCON of other unified commanders.

c. To accomplish assigned missions, functions, and responsibilities as specified in this document, the President, JSOU is authorized to establish and maintain liaison and obtain necessary support from other Services, major commands, and other governmental agencies. This includes authority to execute necessary Executive Agreements as approved or directed by CDRUSSOCOM. The President, JSOU shall advise CDRUSSOCOM as appropriate. Component commander responsibilities regarding executive agreements are outlined in USSOCOM Directive 1-7.

d. As authorized by CDRUSSOCOM Command Arrangements Agreements (CAA) with all unified combatant commanders, the President, JSOU is authorized direct coordination/planning and liaison with and between theater components and subordinate commanders. The President, JSOU shall keep CDRUSSOCOM informed of all planning, coordination, and liaison.

F-3. Mission. The mission of JSOU is to develop SOF and SOF enablers for strategic and operational leadership; educate military and civilian professionals on the employment of SOF in a joint, interagency, and international environment; and research and publish on national security issues critical to the SOF community.

USSOCOM Directive 10-1

F-4. Functions. Component functions will be accomplished by JSOU with assistance as required from the USSOCOM staff. The following functions are assigned to the President, JSOU:

a. Serve as the USSOCOM Lead Component for all matters pertaining to joint SOF education. Joint SOF Education is the professional preparation of all SOF personnel to lead integrated forces effectively in peace and in war. This education consists of the full spectrum of learning activities in an environment designed to promote a theoretical and practical in-depth understanding of Joint SOF matters. It seeks to instill an understanding of abstract principles and theory in order to develop critical and creative thinkers serving as 21st Century Warrior Diplomats. Joint SOF Education is delivered to the military, interagency, and international communities in a variety of methods to include professionally developed resident courses; tailored lessons to support JPME/PME curriculum, electives, or exercises; educational symposiums; and Joint Mobile Educational Teams (JMET).

b. Act as the USSOCOM representative to the Military Education Coordination Council (MECC), synchronizing the command's education strategy with the Joint Staff, Service, and Joint PME institutions, and officials within the interagency community. Serve as the CDRUSSOCOM representative to the MECC, the Enlisted Military Education Review Council (EMERC), and the Distance Learning Coordination Committee (DLCC).

c. Co-chair the SO Educational Council, which will be the approval authority for joint SOF professional education requirements.

d. Serve as the CDRUSSOCOM experts on faculty development and assist SOKF by assessing the quality of instruction in relation to SOF education. Provide SOF-specific faculty development for all SOF personnel assigned as SOF Chairs and other assigned as SOF instructors in joint PME institutions.

F-5. Responsibilities. The following responsibilities are assigned to JSOU.

a. Organize elements within JSOU as necessary to carry out assigned missions. Exercise command authority consistent with assignment of OPCON over all active and reserve JSOU elements stationed in the continental United States (See Figure F-2, Forces OPCON/ADCON to JSOU).

b. Develop an affordable and executable Program Objective Memorandum (POM) to support JSOU validated requirements. Program resources and submit POM documentation to CDRUSSOCOM and CSA for inclusion in USSOCOM planning, programming, budgeting, and execution (PPBE) process submittals. Prepare budget documents for JSOU Operations and Maintenance (O&M) and Military Construction (MILCON) in support of SO units.

USSOCOM Directive 10-1

c. Develop and execute the institutional strategies, policies, plans, and programs required to implement CDRUSSOCOM guidance for joint SOF, interagency, and international education. Monitor and support joint education programs conducted by USSOCOM and its components.

d. Design programs for the SOF community that develop competent, capable strategic and operational leaders based on the Joint SOF Leadership Competency Model.

e. Provide joint SOF education and human performance improvement support content by multiple delivery methods including resident and non-resident classrooms, tailored mobile education teams, video teleconferencing, web-based systems, and other technology assisted methods.

f. Provide executive, senior, and intermediate-level resident and non-resident courses of study furthering the education of SO leaders and non-SO decision-makers in the art and science of joint, interagency, and combined special operations. These educational opportunities will focus on the application of SOF unique capabilities in joint, interagency, and international environments.

g. Integrate SOF curricula into formal JPME/PME institutions, DoD Regional Centers, Interagency Schools, and selected civilian academic programs that support SOF students or contribute to the USSOCOM mission. Assist these programs by developing, delivering, or actively teaching joint, interagency, and combined special operations-relevant content, as requirements and resources allow. Actively support SOF Chairs and faculty representatives at these educational institutions with the integration of special operations education into that institute's established curricula. Assure relevance of joint SOF curricula by periodically assessing impact on SOF end users.

h. Coordinate advanced educational professional development for the SOF community through existing Service programs or through USSOCOM-unique opportunities. Conduct programs to enhance professional development of USSOCOM headquarters leadership and staff.

i. Promote and conduct joint special operations research, analysis, and publication of scholarly articles at the operational and strategic levels of learning that are critical to SOF success. Develop and manage a repository of Special Operations analysis and research. Serve as the USSOCOM research coordinator for all MFP-11 funded academic programs.

j. Provide a tiered, multifaceted interagency education program that improves mutual understanding between SOF and interagency partners concerning how the interagency process works and ways to improve the process.

USSOCOM Directive 10-1

k. Provide educational support to TSOCs and USSOCOM components with mobile education teams that meet the requirements for both U.S. SOF staff members and international counterparts.

l. Apply proven technology to deliver joint special operations knowledge and performance support to USSOCOM and the SOF community. The President JSOU is designated the USSOCOM Lead Component for Joint Advanced Distributed Learning (ADL).

m. Ensure all new joint SOF courses (where appropriate) meet civilian degree granting institutions accreditation standards, and establish a timeline to make all joint courses capable of meeting accreditation.

n. Provide SOKF with education relevant lessons learned and use lessons learned to improve curricula and content for SOF.

o. Develop and sustain a SOF-wide education framework that links all USSOCOM funded joint SOF educational programs into a focused and effective career-long learning and professional development system.

p. Employ a comprehensive education management strategy that places the right person into an academic program, monitors his/her progress, and subsequently uses the newly developed intellectual capability in an appropriate assignment.

SOF Education Conference Agenda

8th Annual SOF Education Conference 7-9 July 2009

CHANGES IN EDUCATIONAL TECHNOLOGY THE FUTURE OF CLASSROOMS AND LEARNING

07 July 2009		
0700-0800	<i>Registration</i>	<i>Ms Pamela Lowe</i>
0800-0815	Administrative Remarks	Dr Joe Kilgore JSOU Dean of Academics
0815-0900	Welcome JSOU Review & Future Concept	Dr Brian Maher JSOU President
0900-1015	Educational Technology	Mr Elliott Masie The Masie Center
1015-1030	<i>Conference Photo</i>	<i>Mr Clemons</i>
1030-1045	<i>Break</i>	
1045-1200	Microsoft Introduction	Mr Jeff Mironcow Microsoft Federal
1200-1330	<i>Lunch (provided as part of conference fee)</i>	<i>Catered In</i>
1330-1445	Changes in Technology and Education	Dr Bryan Alexander, National Insitite for Technology & Liberal Education (NITLE)
1445-1500	<i>Break</i>	
1500-1615	Future Classroom at FTCC	Mr Bob Ervin Fayetteville Technical Community College
1800-2100	<i>No-Host Dinner at 790 North, Fort Walton Beach</i>	<i>Social hour starts @1830; Dinner @ 1900</i>

08 July 2009		
0800-0900	International Training and Education Conference (ITEC) Highlights	Dr Michael McGinnis The Peter Kiewit Institute
0900-0915	<i>Break</i>	
0915-1015	Bridging Technology and Education, from Bots to Avatars	CSM David Putnam USAJFKSWCS NCOA
1015-1030	<i>Break</i>	
1030-1200	Delta 3D Open Source Game Engines	Mr Perry McDowell Naval Postgraduate School
1200-1330	<i>Lunch (provided as part of conference fee)</i>	<i>Catered In</i>
1330-1430	Integrating Lessons Learned into Doctrine and TTP	Mr Marc Hallal USSOCOM Lessons Learned
1430-1445	<i>Break</i>	
1445-1600	Mobile Distance Learning for Language and Culture	Dr Pamela Northrup University of West Florida
	<i>Dinner on own</i>	

09 July 2009		
0800-0900	Science and Technology in Special Operations	Mr Bill Shepherd

SOF Education Conference Agenda

		USSOCOM Science and Technology
0900-0915	<i>Break</i>	
0915-1030	USSOCOM Technology	Mr Jim Cluck USSOCOM Acquisition Executive
1030-1045	<i>Break</i>	
1045-1100	Conference Wrap up	Dr Joe Kilgore JSOU Dean of Academics
1100-1130	Concluding Remarks	Dr Brian Maher JSOU President
	<i>Conclusion of 2009 SOF Education Conference</i>	
1200-1630	SOF Education Council (room) 130 begins	Mr Boyd Ballard